

PHILADELPHIA SHRM NEWS

Official Publication of the Philadelphia SHRM Chapter

Vol. 1

November 2007

Measuring Return on Human Capital.

By William A. Schiemann



Build the equity
of your people.

If you question the strategic importance of people to the bottom line, consider this: 85 percent of corporate value is tied to intangible assets today, and of these assets people represent the greatest component.

If you're still a doubter, think about the cost of employee churn. The average cost of replacing an employee is roughly \$15,000; loaded costs, including lost productivity, quality, and team disruption often double that number. In a firm with 5,000 employees and a 10 percent

turnover rate, shareholders may be swallowing over \$15 million a year in unnecessary costs.

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Save the date!

Upcoming SHRM Events

November & December

PROFESSIONAL DEVELOPMENT SERIES - 3.25 HCRI Credits
Shift Happens: Talent Ignited
Speaker: Jennifer Keitt, President & Founder, T.J. Communications
Thursday, November 1st
7:30am – 11:30am
Loews Philadelphia Hotel
Members \$75 / Non-Members \$95

WEBCAST
Managing the Multigenerational Workforce
Friday, November 9th
12:00pm – 1:00pm
Members Only (Free)

CAREER MANAGEMENT FORUM
New Trends in Interviewing from the HR & Candidate Perspective
Thursday, December 6th
5:30pm – 7:00pm
DeVry University, Center City Campus, Philadelphia
Free

LEGAL WEBCAST
Friday, December 14th
12:00pm – 1:00pm
Members Only (Free)

To register log on to <http://www.phillyshrm.org>

Check out our new website: www.phillyshrm.org



The President's Corner



As Bono accepted The 2007 Liberty Award on September 27th at the National Constitution Center, his comment "America is a great and powerful idea" really stuck out for me. You see, I'm sold on the fact that in order to be successful in our profession you must learn to reinvent yourself; that in today's competitive environment the status quo means you are losing ground. Last

month I had dinner in Carpenter's Hall where our founding fathers drew up our constitution with a revolutionary idea. Today, Bono reinvents others with revolutionary ideas about eliminating poverty with his ONE campaign. Below is a "reinvent model" I propose to you. I have used it in career coaching others and we develop high potentials at Comcast based on it as well. After reading this short summary of the model, I'd welcome your thoughts in an email as well as how you prioritize the three aspects of the model by responding to our Philadelphia SHRM Poll.

• Reinvent Self.

While the model starts with self, every leader must have all three. The reason it starts with self is you must first be aware of your brand as a leader. Think about people like Ice Cube or Al Gore who were initially known for one thing and now it's something else. Reinventing self means you either use the same skills in a new forum or developing new skills to completely morph how you add value.

• Reinvent Others.

Who is the best grade school or high school teacher you ever had? (Mine...Mr. Yura in 8th grade.) These coaches and teachers don't do it for the money or fame; they do it to serve others. They thrive on seeing the light bulb going on or instilling confidence into others. The mentors you have in your organization are focused on reinventing others by providing significant feedback. Another example: Erin Gruwell who started the Freedom Writers foundation of whom the movie is based on.

• Reinvent The Business.

In a work setting this is what generally gets the most attention but doesn't always create the most value. Reinvent the business is exactly how Starbucks sells a 49 cent cup of Joe for four bucks or how Wawa's approach of not charging ATM surcharges on their customer's withdrawals generates more business. The process improvement or innovation is a new idea that finds ways to do things faster, better and/or cheaper whether the business is non-profit or for-profit.

Over the next three months, we'll use that data, as well as any emails you send me, to take a deeper dive on each of the three items listed above. At this point, however, I would like to congratulate the Philadelphia SHRM team for kicking off our reinvention with several strong programs. Our monthly webcasts are being well received by members and a huge thank you goes out to Kelley Cornish and the entire CHOP team for their support with our networking social. Check out the rest of our Calendar of Events to see what things we have available to help reinvent you.

Dan Gallagher
Philadelphia SHRM
President 2007-09

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Julie Diana and James Ady
Photo: Gabriel Bieniarczyk

Measuring Return on Human Capital.

Continued from main page



Given the strategic impact of employees, you would expect that most executives move to maximize their investment in human capital. Think again. The vast majority report having a lot of underutilized human potential.

Those few organizations that adeptly tap human potential and build the value of people equity focus on three critical factors:

alignment, capabilities and engagement. In such “ACE” organizations, the rewards in terms of retention, customer satisfaction, and financial success are well worth the investment.

- **Alignment.** When you encounter a gap between what your boss expects of you and what you think the boss wants, you can become cynical and demotivated. Every CEO wants to have every one rowing in the same direction, but they seldom do. The result: misalignment, which leaves telltale signs, such as a proliferation of low-value activities, wasted time, overstaffing, firefighting, and quick fixes. The gap between the strategy and day-to-day behavior is caused by fuzzy strategy, poor communication, a weak performance-measurement system, ineffective goal setting, or poor feedback and coaching.

- **Capabilities.** Capabilities include the talent, information, and resources needed to meet the expectations of internal and external customers. For example, suppose that you step up to the service counter of your car rental, hotel, or airline and are greeted by incompetent people. You walk away frustrated. If it happens often enough, you’ll avoid that location or organization.

- **Engagement.** Engagement means that the hands, hearts, and minds of employees are deployed at full tilt to meet the objectives of the business, serve customers, create a caring culture, and produce quality products and services. Engaged employees dramatically outperform their peers on many measures, including their attention to quality and service.

The Power of Three

Here’s a sure-fire way to calculate total work-force value: the contribution that people make to your competitive advantage. Assess the factors of alignment, capabilities, and engagement – ACE. Organizations with high ACE have better market performance, lower turnover, and higher quality.

Those organizations among the top of people equity are also in the top of their industry in financial performance. So, the best way to ensure maximum return on your investment in people is to manage the ACE factors. And, high ACE cultures are more fulfilling.

Five Actions for Leaders

Leaders can raise the people equity in five ways:

1. **Know your people equity profile.** To do so, you need to create an objective, empirically reliable mechanism than can be tracked over time. We recommend surveys because they are quick, relatively inexpensive, and pinpoint the profiles quite accurately. Listen to employees. They’re uncanny in their ability to pinpoint strengths and weaknesses in the ACE factors.
2. **Identify the drivers of people equity.** Assess the gaps by asking: “what are the causes of the gaps in alignment, capabilities, and engagement?” Surveys or structured conversations can help you identify leadership actions, HR systems, and other factors – for example, clarify of strategy and technology gaps – that can lead to low A, C, or E.
3. **Develop situational solutions.** One-size-fits-all solutions tend to demotivate high performers, and fail to correct poor performance. An effective people equity diagnostic works better than a magic wand! It helps to target scarce resources in areas such as supervisory skills, recognition, training, or communications, which may inhibit high ACE in a particular unit.
4. **Use ACE as a developmental tool.** ACE is not a “gotcha” tool for zapping managers who don’t get perfect people equity scores. Instead, it provides a baseline to grow leadership talent, help managers think deeply about their strengths and their development needs, and construct a framework for management to target investments in its people.
5. **Track and measure the impact of initiatives on ACE and business results.** While most CFOs want to see justification of planned initiatives against ROI goals, there is no easy way to do so in the HR arena. The people equity model provides a business focus for such initiatives. For example, using people equity, initiatives can be: 1) targeted to improve the ACE dimensions that are underperforming, 2) measured for their impact on those dimensions, and 3) adjusted as needed to bring up their value. This creates a direct line of sight between initiatives and business results.

People equity goes beyond “engagement”. You improve performance by building the equity of your people.

William A. Schiemann, PhD. Is an expert in human capital and strategic measurement. He is co-author of Bullseye! Hitting your Strategic Targets Through High Impact Measurements. And he is CEO of Metrus Group. www.metrus.com



SHRM

Philadelphia
Regional Chapter

Philadelphia SHRM Professional Development Series

Talent Acquisition 3.25 HRCI Credits
Thursday, November 1, 2007
7:30am-11:30am

Loews Philadelphia Hotel
1200 Market Street
Philadelphia, PA 19107
Cost: Members \$75; Non-members \$95

Register for this event at www.phillyshrm.org

SESSION I **Becoming a Talent Magnet, Strategically Upgrading Your Workforce**

Session Description: Talent management is crucial to the health of a company, and, if not strategically planned, your organization could lose its magnet to attract the best people. Developing a system to manage a company's talent, including a system for both Human Resources (HR) and recruiting, requires a lot of careful planning. Three experts are coming together from different HR roles to share their knowledge and real-life experiences in several areas that impact the management of the workforce.

- Panelists:**
- Michael Murphy, Director, Recruiting and Staffing, Prudential Financial, Inc.
 - Vandetta Anderson, Nurse Recruitment Manager, Children's Hospital of Philadelphia
 - Nicole Edwards, Director of Talent Acquisition/Staffing, ARAMARK Higher Education

Facilitator: Ashley Tappan, Insigniam Performance

SESSION II **Decision-Making Tools: Measuring, Managing, and Growing Human Capital**

Speaker: William Schiemann, Ph.D, Founder and CEO, Metrus Group

Session Description: At a time when the war for talent is fast becoming a major strategic issue, HR departments must adopt the most advanced decision-making tools for measuring, managing, and growing human capital. The new "People Equity" paradigm for understanding the dynamics of employee motivation, performance, and retention, along with the tools required to make, measure—and justify to C-suite players—key resource-investment decisions will be discussed.

KEYNOTE SPEAKER SESSION **Shift Happens: Talent Ignited**

Speaker: Jennifer Keitt, President and Founder, T.J. Communications

Session Description: The world is changing at such a mind-blowing, hurtling rate so it's good to get reminded of it now and then and really take a look at what you and your organizations can do to stay prepared. Jennifer will give you tips on staying focused while searching for the best in the market. In this session, she will also help you learn how to accept change and become secure in the knowledge that you can deal with whatever "shifts" happen.

Physically Fit is Fiscally Fit

By Gina Mancuso

Smart businesses are addressing increasing health care costs in a smart way – by promoting good health for their employees. By investing in their most important asset, their workforce, business owners are seeing a positive impact on a company's financial performance. Promoting good health is not just a good idea, it's a necessity.

It's no secret; engaging in regular exercise and healthy eating habits can decrease the risk of chronic health problems such as cardiovascular disease, cancer and diabetes. Innovative employers see the connection between healthy employees and a healthy bottom line. They are implementing wellness programs - making it easier for employees to create lifetime habits of exercise and good eating. Successful wellness programs can result in; an increase in employee productivity, a reduction in sick days, decreased employee turnover and employees who represent the company with a positive self-image. All this adds up to a significant return on investment.

We all want employees who bring their best to the job. When employees are in optimal health they enhance the value of a company. Not only are they less likely to take sick days; they are more energetic, more loyal and more creative. They are better at managing stress. They are productive, effective and efficient. They cost the company less in health care dollars. They feel good from the inside out and when employees feel good about themselves, they project a level of self confidence that is a priceless reflection on the company.

Dupont, Johnson & Johnson and Northern Gas Company have implemented programs that have yielded decreased absenteeism rates and lower hospital costs. Their reports show that healthier employees spend fewer days away from work due to illness, saving companies thousands and even millions of dollars on down time and temporary help.

The challenge for business owners (and human resource personnel) who recognize this connection between physical fitness and fiscal fitness is to help their employees understand it as well. Staff members may be aware of the fact that when they call out sick their work load responsibilities fall on a coworker and projects will be delayed until their return. But what will really capture their attention is how their mental and physical health has a direct effect on their own personal finances, their relationships, their job performance and their job satisfaction.

The key is being able to connect unhealthy habits to immediate concerns. Consistently poor eating habits and lack of exercise can actually take money out of pockets, decrease an individual's chance for a raise and have a negative effect on interpersonal relationships.

Not only is being overweight linked to health problems of all kinds, it also has a negative effect on professional image. The power of appearance and attitude are undeniable and the power of self-image is equally as important. If one is

feeling overweight, sluggish and run down, these feelings will be projected to clients, potential clients and co-workers. An employee who is health conscious, physically active and minimally stressed will project a positive image through their posture, their energy and their spirit that appeals to internal and external customers alike. Feeding a positive self-image through healthy lifestyle habits may be the characteristic that gives an employee the edge that gets them noticed and takes them to the next professional level.

As a leader, it is your responsibility to promote the health and well being of your staff (yourself included!). Aside from the significant long term health benefits, a physically fit workforce will benefit through individual financial gains, professional growth and flourishing interpersonal work relationships. The corporation will benefit from a healthy work environment by having a staff that is united and works well together, takes less sick days and represents the company positively.

Educate your employees about how to make healthy choices when dining out, how to sneak exercise into a busy work day and how good nutrition and exercise can reduce stress. Whether your company consists of one employee or one thousand employees, the health and wellness of each one is critical to the health and wellness of your business.

Gina Mancuso is a wellness consultant, physical therapist and personal trainer. She is the president of CoreFitness in Philadelphia, PA. Gina can be reached at 215-421-7856, gina@core-fit.com or through www.core-fit.com.

September Poll Question Results

How often do your top executives verbally communicate with employees on general topics of interest?

Weekly	17%
Monthly	26%
Quarterly.....	34%
Semi-Annually	2%
Annually	5%
Never	16%



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LOCAL CLASSES START THE WEEK OF JANUARY 28, 2008

Philadelphia SHRM is once again partnering with Villanova University in offering the 13-week Villanova/SHRM Learning System Course for the Spring 2008 semester. If you've been planning to earn your Professional Human Resources (PHR®) or Senior Professional in Human Resources (SPHR®) designation, now is the time to enroll in Villanova's updated and expanded HRCI exam preparation course based on the SHRM Learning System®. This program is also ideal for certified HR professionals seeking PHR/SPHR recertification credits or professional development.

Villanova University is a National leader in providing the SHRM Learning System® course within an instructor-led and on-line environment. The Certificate in Professional Human Resource Management program is offered in full partnership with SHRM, and it covers all six functional areas, responsibilities and associated knowledge defined by the Human Resource Certification Institute (HRCI). The curriculum is designed by subject-matter experts and includes application exercises that develop specific competencies and decision-making skills.

CLASS LOCATION AND INFORMATION:

KPMG, LLP

1601 Market Street, 36th Floor, Philadelphia, PA

Monday evenings

January 28, 2008 - April 21, 2008

6:00 p.m. - 9:00 p.m.

Instructor: Stephen W. Oliver, MA, Training and Organizational Development Consultant; Instructor - The Wharton School and Widener University

Villanova Conference Center

601 County Line Road, Radnor, PA

Tuesday evenings

January 29, 2008 - April 22, 2008

6:00 p.m. - 9:00 p.m.

Instructor: James Kane, MS, SPHR, Associate Director of Human Resources, Villanova University

Towers Perrin

Centre Square East, 26th Floor

1500 Market Street, Philadelphia, PA

Wednesday evenings,

January 30, 2008 - April 23, 2008

6:00 p.m. - 9:00 p.m.

Instructor: Douglas H. Allen, MS, SPHR, Vice President, Human Resources, Cooper University Hospital

Villanova Conference Center

601 County Line Road, Radnor, PA

Wednesday evenings

January 30, 2008

April 23, 2008, 6:00 p.m. - 9:00 p.m.

This class is geared for the experienced HR professional preparing for the SPHR® exam.

Instructor: James P. McHale, MBA, SPHR, President, Strategic Source, Inc.; Instructor - Gwynedd-Mercy College

Villanova Conference Center

601 County Line Road, Radnor, PA

Alternate Saturdays

Classes will meet February 9, 23;

March 8, 29; and April 12, 26.

8:30 a.m. - 4:00 p.m.

Instructor: Brian Costello, MS, SPHR, Director of Human Resource Operations, Thomas Jefferson University

There's never been a better time to pursue your PHR® or SPHR® designation. With Villanova's blended approach, you will learn from printed workbooks, software, on-line tools and a dynamic classroom experience. Each student will receive the 2008 SHRM Learning System® and CD ROM, and have access to the on-line HRM Learning Resource Center for one year. Upon successful completion of the course, participants will receive the Certificate in Professional Human Resource Management from Villanova University as well as 3.9 Continuing Education Units (CEU's). For those taking the course for recertification purposes, successful completion will result in the awarding of 39 HRCI credits.

Spring 2008 classes will also be offered in Langhorne; Dresher; Northeast Philadelphia; York; Malvern; and Newark, DE. Register today by contacting the Department of Continuing Studies at 610-519-4310. You can also visit www.constudies.villanova.edu for more information, and to complete your registration process on-line.

Philadelphia SHRM HR Webcast

Friday, November 9, 2007

12:00pm - 1:00pm

Managing the Multigenerational Workforce



Warren Hilton
Associate Dean
of Student
Development
and Director of
Co-Curricular
Leadership
Programs at
Moravian College.

Today's workforce
presents many
challenges to
organizations.
First, there are a
declining number
of mid-career
workers. This

decline is further exacerbated by the fact that Gen X is smaller in numbers than both Millennials and Baby Boomers. With Baby Boomers exiting the workforce in historic numbers, there are not enough Gen X workers to

fill the void. Thus, Millennials will be asked to step up to leadership roles at a young age. In addition, there will be more high-skilled jobs and fewer individuals to fill them. Moreover, key skill sets will be in critically short supply. For example, college majors in computer science have declined for the past several years and are now 39% lower than in the Fall of 2000. Emigration will take away much of the highly skilled labor force. Educated, skilled immigrants—some, working in the U.S. for years—are going back to their home countries at an alarming rate. More than half of all Ph.D.s working in the U.S. are immigrants, as are 45% of physicists, computer scientists, and mathematicians.

Learn how your organization should be proactive with handling the generational mix in the workforce. This webcast presentation reviews the key characteristics of each generation and explores how these characteristics effect the work environment. In addition, the presentation will cover the desires of each generation (Millennials, Gen X, Baby Boomers, and Silents) in the workplace. We will give you practical strategies to recruit, train, retain and manage the generations in this multigenerational workforce. The presentation is based on the research and writings of Neil Howe and William Strauss who are noted generational experts. In addition, the presentation is informed by other writers including Claire Raines, author of Generations at Work.

Welcome New Members!

- Patrick Ahern, Aramark
- Joy Baines-Richardson, Frankford Hospital
- Dan Birdleough, Ann's Choice
- David Bomzer, CertainTeed Corporation
- Patricia Boylan, Neshaminy School District
- Ed Brady, Whitenack Consulting
- Philisia Brooks, Merck & Co., Inc.
- Aaron Brown, SunGard Higher Education
- Eric Brunner, Temple University
- Kevin Bunch Jr., Thomson Scientific
- Catherine Byrne, Mercy Health System of SEPA
- Christopher Cardarelli, Merck & Co., Inc.
- Lucretia Clemons, Ballard Spahr Andrews & Ingersoll LLP
- Melissa Coates, Resources for Human Development
- Megan Coggins, Rohm and Haas
- Burnett Coke, Silverback Consultants
- James Como, Chestnut Hill Hospital
- Cara Crossan, ARAMARK Corporation
- Deb Denis
- Susanne D'Eustachio, PHH Mortgage
- Nicole DiGiulio, Philadelphia Water Department
- Heather Donato, Sedgwick University
- Suzanne Driscoll Beckett, Independence Blue Cross
- Ebony Evans, PHR, McDonlads
- Liana Gigante, PICPA
- Sander Gottlieb, Paragon Career Resources
- Wilma Guzman-Perez, School District of Philadelphia
- Andrew Harris, Comfort Inn Historic Area
- Mary Anne Hayes, Waste Management Company
- Deloris Hayes, Thomson Scientific
- Nadine Hogan, AstraZeneca
- Bernadette Horvat, John Templeton Foundation
- Erika von Hoyer, SkillSurvey, Inc.
- Pauline Javorski, Vitae Pharmaceuticals, Inc.
- Diane Jerman, Radian
- Melissa Johnson, J.D., Psy.D., Girl Scouts of Eastern PA
- Julie Ann Josefowski, CHOP
- Ruth Kilgore, Stoltz Management
- Janet Kornacki, ACAC Fitness & Wellness Centers
- Timothy Lee, Lee & Pierson Associates - LLC
- Todd Lester, BostonCoach
- Frank Linnehan, Drexel University
- William Lynch, JEVS Human Services
- Eleanor Lyons, Human Edge Resources, LLC
- Tricia Mackay, Right Management
- Nadia McCrimmon, Drexel University
- Lisa McIntyre, Oliver Heating and Cooling
- Georgia Meyer, IKEA
- Barbara Murphy-Warrington, The MiraLite Group
- Angela Nader, BGH Executive Coaching / Consulting
- Kristie Pappal, Philadelphia Eagles
- Kellie Pearson, Ed.M., Lower Bucks Hospital
- Erica Peters Holean, AmerisourceBergen
- Kathleen Peterson, WHYY, Inc.
- Susan Petley, Chestnut Hill Health System
- Denise Plaugh, Villanova University
- Laura Pritchard, Focus Pointe Global
- Michael Rhoden, Northern Home Children and Fam
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- Jameel Rush, ARAMARK
- Sheila Sawyer, PNC Bank
- Jennifer Scalise, Project Management Institute
- Christine Schreiber, Preferred Unlimited Inc.
- Chris Schwartz, EmCare
- Wendy Sebranek, Deloitte
- Fee Sepahi, CETRA, Inc.
- Elaina Shepherd, NELSON
- Tymisha Simmons, Empryrean Management Group
- Ardena Starks, City of Philadelphia
- Melanie Stephano, SCA
- John Stevens, A Respected Colleague, Inc
- Patty Stillwell, NeighborCare
- Mylena Sutton
- Cash Taylor, Comcast (CCAD)
- Pradeep Thomas, MDL CORPORATION
- Patrick Tighe, PA Treasury Department
- Jim Van Horn, DBM
- Kate Velez-Leddy, Gregory FCA Communications
- Jo Ann Venuto, Esq.
- Lily Weeden, Philadelphia Insurance Companies
- Pamela Wojtusik, Gross Industries, Inc
- Maureen Wooster, REA

Philadelphia SHRM
Launches it's First

Annual Leadership Series

*Empowering HR Leaders for
Business Growth in 2008*

The Philadelphia Chapter of the Society for Human Resource Management (SHRM) is proud to announce the launch of its first Annual Leadership Series, *Empowering HR Leaders for Business Growth in 2008*, and would like to invite you to reserve one of the 35 seats!

Successful organizations rely on the performance of *their people* to achieve positive results. HR professionals must play a key leadership role in attaining those results by assuring the best people are attracted, retained, and developed. This program was designed for companies who want to immerse their Human Resource high potentials in a transformational experience that transcends the acquisition of knowledge, skills and tools, and fosters business knowledge, action learning, and their own commitment to on-going professional development.

This leadership series consists of five one-day modules, scheduled from January to June 2008. Participants will learn from top Business Practitioners and Professional Consultants who will share their views on real-world business issues and the Human Resource perspective on such issues. These modules were developed to challenge professionals to grow as leaders, learn how to turn powerful ideas into decisive action plans, and think and manage powerfully in a changing business world.

The five module sessions will be themed around the following:

- Creating Innovative Cultures
- Power and Politics
- Developing People
- Executing on a Vision
- Critical Thinking for Driving Change

These highly interactive discussions on HR trends, issues, and solutions will empower people to walk away from the series with a better understanding of what's expected of them as business leaders within their organizations as well as feel equipped with concrete tools to communicate, manage conflict and drive change at their organizations.

Visit www.phillyshrm.org/leadershipseries for more information and to register today!

Five one-day
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organization.
The same
employee may
attend all five
modules, or send
a different
employee to each
module. Up to
five of your
employees can
benefit for the
cost of one seat!

REGISTER NOW!

**COST FOR
ENTIRE SERIES:**

\$1,500 per person

*Registration cost is for the entire series; individual tickets for each module will not be sold.



QUESTION? PLEASE CONTACT US!

Philadelphia SHRM
c/o Seamless Events Inc.
212 South Fairview Avenue
Upper Darby, PA 19082

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Phone: 484-461-1067
E-mail: info@phillyshrm.org

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New Philadelphia SHRM Web
site brings increased activity.



*Thank
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- **79%** increase in unique visitors
- **80%** increase in hits
- **134%** increase in page views
- **43%** increase in time spent on the site
- **30%** more pages viewed per visit
- **452%** increase in actions taken on the site (as defined by payment for an event, membership applications downloaded, new mailing list signups, and volunteer forms downloaded)

In September:

- **101** event fees were paid online
- **160** membership applications downloaded
- **57** new signups for the mailing list
- **35** volunteer forms downloaded



125 professionals attended the Philadelphia SHRM Networking event hosted by Children's Hospital of Philadelphia in September.