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President's message

Still Celebrating!

By Vickie McCardell, PHR



The Delaware SHRM Board of Directors is having a great time celebrating our 30-year anniversary with our membership and guests. I want to thank the dedicated group of professionals working on this year-long celebration—Committee Chair Cheryl Jennings, Frank Ingraham Jr., Anna Marcotte, Irene Monley, Ron Shane, and Deborah Welch. A special thank you goes to Deborah Welch of Respect, Inc., facilitator of our June meeting, where past presidents shared their memories of leading the chapter.

Awards!

Another reason to celebrate is the Chapter's 2004 Superior Merit Award presented by SHRM for our dedication to the professional advancement of our members and the advancement of the human resource management profession. Each year the Board uses SHRM's Chapter Achievement Plan as a tool to guide our chapter activities. We consistently strive each year to meet the standards set by SHRM to earn the Society's highest award designation.

Congratulations to three Delawareans who were nominated for the 2005 Delaware Valley HR Person of the Year Award, which is sponsored by five SHRM chapters including Delaware SHRM. Frank Ingraham Jr., Karen Stewart and Rita Johnson were nominated for their outstanding efforts as human resource professionals. Congratulations to winners Karen Cherwony SPHR, Susan Layman (speaker at our May chapter meeting), Andrew McGill and Hy Rudin SPHR.

Communication!

Thank you to all who responded to our recent member communication survey. Our Communications Committee chaired by Irene Monley is working hard to improve our website to meet your needs. Rich Burton, Bill Dodds, Laurie Sample and Christine Proffitt are working on the committee with Irene. I especially want to thank Irene Monley of IM Associates for giving her time to provide us with the Delaware SHRM Newsletter. Her contribution and expertise in this area is invaluable to Delaware SHRM.

Certification!

Yes, I am still promoting professional human resource certification. Plan to attend our August chapter meeting when Alisa Goldschmidt from the HR Certification Institute will tell you everything you ever wanted to know about certification.

Celebration, Communication, Certification! Key words for 2005!

30th Anniversary celebration

By Frank B. Ingraham, Jr., SPHR, past president

Delaware SHRM is celebrating all year long. Our June 14 meeting was filled with lots of fun-filled activities that featured a menu of BBQ items and a look at HR history.

The evening was devoted to developing a Delaware Chapter Timeline. Each of the past Delaware SHRM Presidents talked about what they experienced during their tenure. Then they documented their major challenges and accomplishments on a 20-foot-long timeline that tracked the chapter's 30-year history.

People then broke out into age groups and shared their experiences—both in HR and in society overall. Everyone enjoyed the dialogue as we learned, shared and networked.

Our special THANKS to Deborah Welch for facilitating our evening.

As a reminder, the year has provided lots of celebration of our chapter's 30th anniversary. With balloons at every meeting and gifts for attendees at many of our meetings, we're recognizing the importance of HR professionals and the support Delaware SHRM provides them.

Our next event, the annual Golf Outing on July 18, will take place, rain or shine. People will receive a set of commemorative golf balls (good quality, too!).

Watch our calendar of events at www.shrmde.org to see our future plans. Don't miss the remainder of the year!

Survey says!

More than 100 people responded to the Delaware SHRM's annual communications survey in April 2005! That's almost twice as many people as last year's survey (113 in 2005 vs. 58 in 2004).

A sincere thank you to everyone who took a moment to share their thoughts and ideas.

What people said

Almost all (96%) said that they are either very satisfied or somewhat satisfied with chapter communications!

The Delaware SHRM website has become the most important source of information, up from being the least important in 2004. Seventy-three percent said they visit the web site either monthly or quarterly. Top three features of the web site include:

- Monthly meeting information
- Chapter information
- Jobs

Despite its popularity, the website could use some improvement. People suggested that improvements be made to several sections, including: tools/resources, jobs, monthly meeting information, legislative alerts and links.

The newsletter rated well, too. The vast majority of people (88%) read the newsletter and ranked the top five topics as:

- Upcoming events
- Legislative Updates
- Spotlight on Leadership
- White papers
- Members on the move

Many expressed interest in adding the capability to print the entire issue of the newsletter. Currently readers can print one article at a time.

Next steps

Although we're excited with the positive feedback, we're not resting on our laurels. The chapter board is evaluating the survey results now and has shared them with the committee charged with updating the web site. Watch for improvements later this year.

Sample comments

We thought you might be interested in some of the written remarks that people made. Several are shown below:

"I like that DE SHRM seems to be moving toward providing useful information, as opposed to simply marketing its activities. The interview with Penny Stoker, the links to useful white papers, the legislative updates...these are things I can really use, and appreciate that DE SHRM is providing them."

"Thank you to all of you who put forth so much time, energy and dedication to our profession and in helping others."

"I would like to see more information that will keep me up to date on Free training, New Employee laws & updates, and anything to assist me in my HR career as a Generalist."

On the web site: "More info to assist new HR employees into the business. Tools or resources link would be great. Explanation of new laws (compliances), leadership skills or advice for newcomer to HR."

"I would like to see the website have more timely and up-to-date information than it has had in the past. More links to the national site and other interesting information would also be helpful."

Spotlight on Leadership

Spotlight on Leadership is on summer hiatus. It will next appear in the October 2005 edition of the Delaware SHRM newsletter.

Upcoming events

Date 2005	Program/Event
July 18	<p>Delaware SHRM meeting: Annual Golf Outing.</p> <p>This event has been cancelled. We look forward to seeing you at our August 9 meeting.</p>
July 20	<p>DelMarVa HR Group dinner meeting for professional development and networking. 6:00 pm – 8:00 pm Geyer's Restaurant, 556 South Dupont Hwy (Route 113), Milford, DE</p> <p>Contact Marilyn Magness at mmagness@igburton.com with questions.</p>
August 9	<p>Delaware SHRM monthly meeting: "Why be a certified HR professional?" Alisa Goldschmidt, HRCI Dinner meeting: 5:30 pm Registration; 6:20 pm Dinner; 6:45 pm Program Cavalier Country Club, 100 Addison Drive, Newark DE</p> <p>Discounts for early registrations! Register online at www.deshrm.org/monthlymeeting.cfm or by phone at (610) 869-8414.</p> <p>Gold sponsors: Trend Integration LLC and Villanova University, Office of Continuing Studies</p>
August 10	<p>DelMarVa HR Group dinner meeting for professional development and networking. 6:00 pm – 8:00 pm Geyer's Restaurant, 556 South Dupont Hwy (Route 113), Milford, DE</p> <p>Contact Marilyn Magness at mmagness@igburton.com with questions.</p>
September 13	<p>Delaware SHRM monthly meeting: "Employee Engagement," Chris Gay, Right Management Consultants Dinner meeting: 5:30 pm Registration; 6:20 pm Dinner; 6:45 pm Program Cavalier Country Club, 100 Addison Drive, Newark DE</p> <p>Discounts for early registrations! Register online at www.deshrm.org/monthlymeeting.cfm or by phone at (610) 869-8414.</p> <p>Gold sponsors: AstraZeneca</p>
September 14	<p>DelMarVa HR Group dinner meeting for professional development and networking. 6:00 pm – 8:00 pm Geyer's Restaurant, 556 South Dupont Hwy (Route 113), Milford, DE</p> <p>Contact Marilyn Magness at mmagness@igburton.com with questions.</p>
October 15 – 17	<p>Employee Assistance Professionals Association: EAPA 2005 Annual Conference. "Revolutionary Thinking: EA Meeting Expanding Needs" Philadelphia Marriott, Philadelphia PA.</p> <p>For more information go to http://www.eapassn.org/public/pages/index.cfm?pageid=566</p>
October 24 – 26	<p>SHRM Workplace Diversity Conference & Exposition. Las Vegas, NV</p>

	For more information go to http://www.shrm.org/conferences/diversity/
October 26 – 28	SHRM Strategic HR: Aligning With the Business to Drive Results New York, NY For more information go to http://www.shrm.org/conferences/strategy/
November 1-2	2005 Delaware State HR conference BankOne Riverfront Center, Wilmington, DE Mark your calendars now and watch for more information at: www.deshrm.org .

HR Voice--Your support is needed

By Richard Burton, MBA

FMLA Technical Clarifications and SB544--the Patient Safety and Quality Improvement Act of 2005.

SHRM continues to seek support for its position regarding these two topics. With this in mind please take the time (if you have not already done so) to access SHRM.org and send the already prepared letter to Delaware's Senate and Congressional representatives. Literally it only takes 2-3 minutes! All of us at DESHRM greatly appreciate your time and support. For instructions on how to do this, see below. Follow these simple steps:

1. Log on to www.shrm.org
2. You will be prompted to enter your SHRM member ID and last name to log in.
3. Click on the "Government Affairs" tab on the left side of the screen.
4. Scroll down to the "HR Voice" tab that appears after selecting Government Affairs.
5. Choose "Write your Elected Officials"
6. Select which topic you'd like to write your Representative and/or Senator about.
7. Choose the recipients of your message and whether you plan to e-mail or print your letter. (You may select "none" if you choose not to send your message to an individual.)
8. Please know you may be asked to categorize your letter by topic.
9. Click on the "Send Message" to send and/or print your message
10. A confirmation email will be sent to you.

The same steps apply when contacting State Officials. Not sure who your state legislators are? When you open the Write Your Member of Congress page, click on the blue tab titled "State Affairs" to view your state legislators and to compose a letter using the SHRM site. In addition, to post letters to state officials contact the state affairs program at stateaffairs@shrm.org or work with your state legislative director.

Why not make the most of your membership and let your voice be heard today? This member benefit allows you to share your expertise on HR public policy issues.

State of Delaware

By Richard Burton, MBA

Senate Bill 62: Minimum Wage Adjustments has been passed out of committee by the DE General Assembly. It increases Delaware's minimum wage effective 1/1/2006 from \$6.15/hour to \$6.65/hour and then to \$7.15/hour effective 1/1/2007. This bill is on track to be passed, and we will inform all members as soon as we hear that it is definite.

Federal legislation

By Richard Burton, MBA

Use it or lose it revisions for Flexible Spending Accounts:

IRS Notice 2005-42 (issued on 5-18-05) - Modification of the Rule Prohibiting Deferred Compensation under a Cafeteria Plan.

Under this notice, employees may be given up to two and a half months past the end of the plan year (or the 15th day of the 3rd calendar month)—beginning with the current plan year—to incur reimbursable expenses. After the "grace period" the "use it or lose it" rule will cause the monies to be forfeited.

Purpose - This change was made to encourage the use of FSAs by companies as a tool for employees to reduce their health care costs. While FSAs have fairly strong appeal, some experts say that they are underused because of the use-it-or-lose-it feature. Consulting firms such as Hewitt and Mercer HR Consulting report enrollment levels at approximately 16-20% of employees of companies who offer FSAs.

Federal legislation passed – Fair and Accurate Credit Transaction Act (FACT)

June 1st, was the effective date of the Fair and Accurate Credit Transaction Act (FACT), a law

administered by the Federal Trade Commission (FTC) dealing with the disposal of sensitive data.

Purpose - The rule does not address when you get rid of information, it just addresses the need to implement methods to ensure this data is not accessible after it is disposed. If your organization is a financial institution, then timing of how this is done is also important. It requires every employer with one or more employees to appropriately dispose of any documents—whether paper, electronic or other format—that contain consumer information derived from a credit report.

The FTC does not specify how information must be disposed of, but it says that reasonable measures must be taken to protect against unauthorized access to or use of the information. But, suggested methods for paper involve shredding and for various forms of e-info using special cleaning/ data wiping tools. Any company, regardless of industry or size, that possesses or maintains consumer information for a business purpose will be subjected to the rule. Any business obtaining a consumer report or information derived from a consumer report is covered by the rule.

Penalties - Failure to comply could result in federal fines up to \$2,500 per violation and state fines up to \$1,000 per violation.

Can You Fire An Employee for Statements in a Weblog?

By Robert J. Toy, Post & Schell, P.C.

Times certainly have changed in the past several decades. Diaries used to be private pages on which the writer would record his or her most personal thoughts. I remember my sister's diary had a lock that prevented any unauthorized entry into her personal realm. As further protection from disclosure to the world at large (or to the eyes of a mischievous brother), she slept with it under her pillow. In short, diaries were not public documents.

As with many other facets of life, however, the internet has changed all that. Today, the internet is nearly overrun with individual weblogs, or "blogs" as they've become known in common techy-speak. Blogs are online diaries—some anonymous or posted under a pseudonym and some posted under the author's true name—which detail the author's daily experiences in a variety of situations, often including his or her employment. The days of the private diary appear to be coming to an end; "bloggers" *want* the world to read their account of their daily exploits.

The Employers' Response

Increasingly, employers are finding that their employees are maintaining blogs that detail the daily occurrences in the workplace, and often in very unflattering terms. Employers have generally reacted negatively to work-related blogs and have taken action against their blogging employees on several grounds:

- For using the employer's computers and worktime to post "unsuitable and offensive" material to a weblog (as in the case of the now-notorious "Washingtonienne," Jessica Cutler, a former senate aide who maintained a blog of her sexual encounters with men on Capitol Hill);
- For improperly disclosing or commenting on the employer's confidential business information (as in the case of Mark Jen, who was fired from Google for speculating in his blog about Google's financial situation);
- For disparaging the employer, coworkers and/or the employer's operations (as in the case of Daniel P. Finney, who was fired for "unflattering remarks" about his employer, the St. Louis Post-Dispatch, in his blog); or
- For allegedly negatively affecting the employer's "image" (as in the case of terminated Delta Airlines flight attendant Ellen Simonetti, or "the Queen of the Sky," who posted what Delta claimed were sexually suggestive photographs of herself in her Delta uniform).

As the practice of Blogging grows, employers are increasingly forced to confront the issue of whether they can discipline and/or terminate an employee for a blog that disparages or otherwise negatively affects the employer's operations.

What About Free Speech?

Often the first question employers have is whether firing an employee for statements in his or her blog runs afoul of the First Amendment to the U.S. Constitution, which guarantees the right to free speech. The simple answer to this question is that private employers can take action against a blogging employee without worrying about violating the employee's First Amendment right to free speech.

The First Amendment applies only to government entities and does not control how a private employer may discipline its employees. A private employer, therefore, may discipline or terminate an employee for public statements made about the employer, its operations and/or the employee's coworkers without fear of violating the First Amendment.

Have a Policy and Enforce it Consistently

But resolution of the First Amendment question doesn't resolve the issue completely. Even though it is generally legal to discipline an employee for public statements the employer doesn't like, an employer can certainly still find trouble if it is not careful in disciplining a blogging employee.

The main concern employers should have about the discipline of a blogger is that the blogger may point to his or her discipline and claim it was discriminatorily imposed and that his or her blog statements are simply a cover up for the real reason discipline was imposed: unlawful discrimination. Even though blog-related discipline on its face may be legal, an employer may get into trouble if it doles the punishment out in an uneven manner.

Accordingly, the employer must take steps designed to cut off any claim of alleged discrimination arising from weblog-based discipline. To that end, employers would be well-advised to amend their employee handbook to include, or otherwise issue, a new policy directive outlining the employer's policy on weblogs and, once the policy is in place, to enforce it in an even manner.

The policy should state clearly what type of information in a blog the employer will find unacceptable, as well as the type of discipline that will be imposed. Have the employees sign an acknowledgement form attesting to the fact that they have received, read and understand the policy. The employer would also be well-advised to have a policy of documenting the date on which it first learns of any offending blog posts.

Once the policy is in place and the employees have signed off on it, any violation of the policy must be addressed even-handedly. A prized employee must receive the same discipline as a poorly performing employee. Failure to apply the policy in a consistent manner may lead to trouble: as with other policies regarding imposition of discipline, failure to consistently apply the policy could lay the groundwork for a claim that the employer discriminatorily applied the policy and that the company's real reason for imposing discipline was the employee's age, race, sex, national origin, disability, etc.

As with most other generally applicable disciplinary policies, the employer's best chance of avoiding liability—or even a legal battle—is fair and even-handed treatment of all employees, regardless of the employees' personal characteristics. However, I strongly recommend obtaining legal counsel prior to terminating or disciplining a blogging employee, even if the action would be pursuant to a neutral and evenly applied policy, because laws differ from state to state on whether certain different types of speech may be legally protected (for example, a blog statement by a New Jersey employee threatening the report an employer's illegal conduct to a public authority may be protected by New Jersey's Conscientious Employees' Protection Act).

Mr. Toy is an attorney in Post & Schell, P.C.'s Business Law and Litigation Department, where he practices labor and employment law. For further information, contact him at 215-587-1091 or rtoy@postschell.com

Love is in the air

What can we learn from the Boeing affair?

By Sheldon N. Sandler, Esq, and William W. Bowser, Esq, Young Conaway

The recent crash and burn of Boeing Company Chief Executive Harry Stonecipher over an affair with another company executive reveals to the larger public something human resource professionals have known for years: romantic workplace relationships, especially the end of a workplace affair, can lead to trouble. In some cases, they can lead to lawsuits. As a result, Delaware employers should review their policies and practices to ensure that a failed romance ends with only a broken heart and not an empty bank account.

Workplace romance

The typical scenario unfolds as follows: A supervisor begins to date a subordinate. They go out, have a good time, and continue to see each other socially.

The two employees interact every day at work, and as the relationship grows, some of the romantic behavior seeps into the workplace. They are frequently together behind closed doors, e-mails are exchanged regularly, other employees take notice and begin talking about the questionable conduct, and decreased efficiency and productivity result.

When two employees having such a relationship are supervisor and subordinate, resentment by others and charges of favoritism arise. The couple may have sexual contact at work or elsewhere, sometimes with embarrassing consequences.

After a few months, one party decides things are not working out and breaks it off, much to the other's chagrin. The supervisor then attempts to unsuccessfully renew the business relationship where it left off before the affair, or to retaliate against the subordinate. Things get out of hand, and a sexual harassment claim is eventually brought by the subordinate.

Sexual harassment claims can be extremely expensive, even if the employer ultimately prevails on the merits of the case. These claims are also divisive and sabotage productivity. For an individual employee, whether the victim or the accused, such a claim can also be "professional suicide."

Since as many as a third of all consensual romantic relationships begin at the workplace, and many end badly, what is the beleaguered employer to do?

When the romance sours

Most employees instinctively know when to draw the line concerning behavior with individuals they only know casually at work that could be viewed as sexual harassment. The line gets blurry for some, however, when the questioned behavior was at one time consensual.

Your obligation to stop the harassment in such situations is clear. There is no responsibility for you to seek out the dating couple on a daily basis and inquire about the status of the relationship to determine if it is still consensual. However, the minute one of the parties indicates he or she wants the other to stop the contact and makes it known to the company, the duty to stop what has arguably become sexual harassment begins and the liability meter for the company starts ticking.

The fact that at one time, the victim consented to the conduct does not absolve your company from liability. The troublesome aspect is that often you may not fully appreciate the fact that the relationship has now become one of sexual harassment.

Another concern for employers is the claim of sexual favoritism that frequently follows on the heels of a workplace affair. This claim is a type of sex discrimination that stems from one employee being treated adversely because he or she is not in a relationship with the supervisor. The employee who is involved with the supervisor receives favorable treatment, to the detriment of other employees in the department.

Adopting an anti-fraternization policy

Do all these claims and concerns sound familiar? If so, you may want to consider adopting an anti-fraternization policy. Anti-fraternization policies take anti-nepotism rules a step further by, at their most sweeping, prohibiting any employee from dating or having a romantic relationship with any other employee. More narrow versions limit fraternization within departments or where there is a direct line of report.

Anti-fraternization policies eliminate the most common breeding ground for sexual harassment: prior consensual conduct. They also clearly eliminate instances of sexual favoritism, or perceived favoritism.

In addition, such policies seek to prevent any decrease in productivity and the demoralization of other employees in the work group that can be caused by romantic relationships in the workplace. Anti-fraternization policies have also been found to encourage earlier reporting of potentially harassing situations.

If a total ban on fraternization sounds a little draconian to you, you are free to style an anti-fraternization policy that fits your company. Some companies have chosen to ban only immediate superior/subordinate relationships or departmental fraternization as opposed to all intra-company relationships. These more limited policies tend to be effective in stopping sexual harassment because they focus on the situations in which most sexual harassment liability is found.

Another level of anti-fraternization policy allows dating between employees, but if the two employees are in the same department, requires one member to request a transfer to another office or department so that they are no longer working in the same department. This is an effective policy, especially if it is aimed at superior/subordinate relationships. However, this type of policy is probably not feasible for small employers.

Some employers have experimented with a version of prenuptial agreements that has been adapted to the workplace. If two employees wish to establish a dating or romantic relationship, some employers require them to inform the employer and acknowledge in writing that the relationship is consensual. They are also told that if the relationship ends and sexual harassment occurs, the victim should notify the employer promptly.

If a sexual harassment complaint is made later, the failure to comply with this policy might help the employer's defense. Better yet, it is likely to encourage people to come forward sooner when the relationship turns sour and will sensitize the employer to the potential for claims of sexual harassment by the individuals who have come forward.

One warning: It is possible to take anti-fraternization rules too far. It is not acceptable to attempt to regulate an employee's love life outside the workplace. For example, blanket policies against cohabitation outside of marriage have not been upheld by the courts.

In Delaware, there is a prohibition on discrimination on the basis of marital status, and while infrequently invoked, that statute might be triggered by an effort to inject sweeping rules of morality into the workplace, such as a "no adultery" policy. A broad anti-fraternization policy might even be challenged since it would not prohibit married persons who work for the same company in different departments from socializing with each other, while prohibiting unmarried persons who want to have a romantic relationship from doing so.

Also, you should be careful when drafting policies that make one or the other employee in a relationship

change jobs. Make sure your policy does not always require that the female or the "lower paid" or "lower level" employee be the one to transfer since it could constitute a pattern of sex discrimination if that person always turns out to be a female.

Bottom line

Anti-fraternization policies and related techniques can help ensure a harassment-free, impartial work environment. These policies are an effective option for not only eliminating the potential for sexual harassment but also increasing productivity and morale within the company.

Members on the Move

Richard Burton--has been invited by Drexel University to join the adjunct staff to teach the Human Resources classes in the fall of this year.

Frank B. Ingraham, Jr., SPHR, Karen Stewart and Rita Johnson—Delaware HR professionals who were nominated for prestigious Delaware Valley HR Person of the Year Award.

Irene Monley, ABC, CLU, SPHR—will join the Board of Trustees for the IABC Research Foundation for a two-year term. The Foundation funds world-wide research to support and advance the communication profession by delivering knowledge and tools that are vital to effective business communication. The International Association of Business Communicators (IABC) is a global network of professionals committed to improving the effectiveness of organizations through strategic interactive and integrated business communication management. With more than 100 chapters, IABC serves 13,500 members in 60 countries and 10,000 organizations. (<http://www.iabc.com>).

What about you? Have you recently been promoted? Reached a major educational milestone? Joined a new employer? If you want your peers to know about your accomplishment, but haven't been successful getting it posted in other local media, let us know! Delaware SHRM wants our HR community to know about your achievements. Just send a note to DelawareSHRM@hotmail.com, and we'll post your announcement in our next quarterly newsletter.

Meeting sponsors

[Trend Integration, LLC](#)

[Villanova University](#)

[AstraZeneca](#)

[W.L. Gore](#)

[Integrity Staffing Solutions](#)

[The Chesapeake Companies](#)

Save the date

The Delaware SHRM State Conference Committee is laying the groundwork for a fantastic experience for attendees, speakers and exhibitors.

2005 Keynote Speaker: Margaret Morford, President, The HR Edge and one of the top ten speakers at the 2004 SHRM National Conference.

Mark your calendar:

November 1: 3:00 pm to 7:30 pm. Pre-conference workshop and 30th Anniversary Celebration

November 2: 7:30 am to 5:00 pm. Full-day conference including keynote speaker, lunch and break-out sessions.

Watch www.deshrm.org to register early for conference discount and FREE pre-conference!

Local PHR/SPHR classes from Villanova U

- Prepare for the PHR/SPHR Certification Exam
- Learn Current Best Practices
- Gain Practical Lessons from Faculty Working in HR
- Earn Credits toward PHR/SPHR Recertification
- Largest and Most Experienced Program in U.S.
- Network with Other HR Professionals
- Classes are offered at JP Morgan Chase in Newark, DE.

The 13-week professional development program will begin on Monday, August 29, 2005 at JP Morgan Chase in Newark, DE. It is offered through a partnership with SHRM, Villanova University and the DE SHRM Chapter.

The certificate in Professional Human Resource Management provides a comprehensive overview of the field. It covers all six functional areas of human resource management – strategic management, workforce planning and employment, human resource development, compensation and benefits, employee and labor relations and occupational health, safety and security.

For more information, contact the Office of Continuing Studies at Villanova University at 610-519-4310 or visit www.constudies.villanova.edu.

2005 Delaware SHRM Scholarships

By Noelle Robertson, Delaware SHRM Student Chapter Liaison

Delaware SHRM is pleased to invite students to apply for the 2005-2006 Undergraduate and Graduate Student Scholarship. Scholarships will be awarded at the sixth annual Delaware SHRM State Conference on November 2, 2005.

One of our main objectives is to provide a wide range of educational sessions, programs and other activities that allow members to develop and enhance their expertise in the various functional areas that constitute human resource management. Because our emphasis is on education, we would like to provide up to four \$2,500 scholarships to students majoring in Human Resources or a related program.

Who is eligible?

- Undergraduate students enrolled in a Human Resources program or a related program at a Delaware college with a 3.0 GPA or above, and
- Graduate students currently enrolled in a Master's Degree program at a Delaware college and clearly pursuing an emphasis area in Human Resources or a related program with a 3.0 GPA or above.

Application guidelines

All applicants must be enrolled in a degree program and planning to continue their education during the 2005-2006 academic year. All applicants must complete and submit an application, including letters of recommendation, resume, transcript, and essay to the address above by September 10, 2005. Click [here](#) for the application and instructions.

The Delaware SHRM Scholarship committee will review the packages and provide feedback in mid-October. We will consider your passion for the HR field, commitment to a career in human resources, and scholastic average and standing. We also will consider the total achievements and need of each applicant. We recognize that strength in one area could outweigh deficiency in another.

If you have any questions, please e-mail Noelle Robertson at Noelle.Robertson@Conectiv.com.

We look forward to hearing from you!

HR Student Scholarships from SHRM

Each year, the SHRM Foundation provides \$13,000 to support the development of future HR leaders through national student awards and scholarships.

The SHRM Foundation Student Scholarships, awarded in the fall, recognize outstanding academic achievement.

Application deadline is October 7, 2005. For more information on Foundation-sponsored awards and scholarships, visit www.shrm.org/foundation.

Effective HR Measurement Techniques

How do you demonstrate the value of your human resource department to the CEO, in language he or she can understand? The answer is HR metrics.

Created with a grant from the SHRM Foundation, "*Effective HR Measurement Techniques*" shows you how to demonstrate, in bottom-line terms, the value of minimizing turnover, investing in training, evaluating team performance and much more.

Learn how to measure the impact of your HR programs and watch your effectiveness soar. Visit www.shrm.org/shrmstore to order a copy of this book.