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DELAWARE SOCIETY FOR HUMAN RESOURCE MANAGEMENT

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APRIL 2007

PRESIDENT'S MESSAGE

by Cindy Crompton-Barone, PHR, Chapter President

It is October 1st as I write you this note.

We are quickly approaching our 7th annual Delaware State Conference. As you read this I hope you have the opportunity to attend this special two day event.

Over the summer months the chapter was very busy greeting new members and hosting well attended program meetings. Jonathan Segal presented Maneuvering Investigatory Minefields at our July meeting and Gerry Crispin spoke to us about Talent Pipelines, Staffing chains and the candidate experience in August. In September our program meeting was hosted by Wilmington College. We congratulate them on their announcement and designation to change their name to Wilmington University. Mayor James Baker opened our meeting and Jan Margolis spoke to our members about Why Companies Fail.

We hope you participated in our October 9th and 10th conference. If you missed attending, be on the look out for a special conference newsletter highlighting the event. Our next program meeting will be November 13th and our topic is How to make Executive Coaching Work for Leaders in your Company. We hope you will attend.

On behalf of the DESHRM board of directors I want to thank all of our members for their continued support and participation with the Delaware Chapter of SHRM.

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NAVIGATING BLOGS IN THE WORKPLACE

<http://www.ycst.com>

by William W. Bowser, Esq, Young Conaway Stargatt & Taylor, LLP

A blog, short for "web log," is a web-based publication of periodic articles or "posts". Blogs are accessible to anyone with access to the Internet and often allow visitors to leave public comments. They're easy to access and free to use, and they can reach a potentially unlimited audience, which may include a company's employees, customers, and competitors.

The growth of the "blogosphere" is shocking. Technorati, a site for searching blog content, is tracking 70 million blogs with 120,000 new blogs created everyday. With that many bloggers, it's inevitable that some are going to get into hot water with their employer and get fired, especially since one recent study indicates that complaining about work is a leading reason that work-related blogs are started.¹

A Gathering Storm?

The firing of bloggers for content on their blogs has been covered intensely by the national press and the blogosphere. Such terminations, called "dooings," have turned several bloggers into stars of the Internet as they and other bloggers comment on the fairness of the termination. One example is Ellen Simonetti, who was fired in 2004 by Delta Airlines for some racy photos she posted on her blog "Queen of Sky." She is now a frequent guest on TV shows like the O'Reilly Factor and has published a book on her experience. A Google search of her name returns 850,000 hits.

"Queen of Sky" represents one of the first in what may be a deluge of cases involving the role of blogs in our workplace and in our society. One reason for the likely increase in such cases is simply generational. Younger employees have grown up with blogs, instant messaging, and text messaging. The use of these technologies is a large part of their lives. Moreover, today's "workplace" is drastically different from the workplace of the past. Laptops, cell phones and blackberries, continue to blur

the lines between work, play and home life. While the plant whistle or the clock on the wall showing five o'clock used to clearly signal the end of the work day, workers today are connected to work around the clock. Put another way, it seems harder, especially for tech-savvy workers, to leave work problems "at the office."

Uncharted Reef?

While the number of blogs is exploding, statistics show that most employers have failed to take steps to shield themselves from potential liability by developing a clear blogging policy. One national study indicates that only 15 percent of employers have specific policies regarding blogging.

Legal decisions involving blogs have been few and far between. Nevertheless, it is clear that blogs by present and former employees pose workplace risks, including the following:

- **Breach of confidentiality.** A blogger may reveal confidential information about a company, including trade secrets. For example, a blogger complaining about a project assignment may, without thinking about the implications, reveal details of a new product that's under development.
- **Infringement of Intellectual Property.** The use of company sanctioned blogs by employees and others may expose a company to claims of infringement of others' intellectual property rights. For example, www.digg.com received a cease and desist letter when posters to its site published code used to prevent piracy of movies.
- **Defamation.** The freewheeling culture of blogging may encourage people to say things online that could defame their employer, management, co-workers, customers, or competitors.
- **SEC Quiet Period and Forward Looking Statements.** Companies should be very careful that statements on company and employee blogs comply with applicable SEC rules.
- **Harassing or otherwise offensive content.** Imagine a situation in which an employee with a disability is being accommodated with a modified work schedule in compliance with the Americans with Disabilities Act. The employer has properly responded to inquiries about the arrangement by saying only that the company is handling the individual's situation in accordance with federal law. A blogger complains that the "slacker" is being allowed to come and go as he pleases while the rest of the department suffers for it and speculates about the person's possible medical condition. Or imagine a blogger spreading completely speculative rumors that a recently promoted colleague got the job

by performing sexual favors for the boss.

- **Inappropriate content.** Such content can range from postings that are disrespectful to the company to those that are completely unrelated to employment but may still reflect on it.

The Water's Warm!

While blogs can pose risks to a company, they are here to stay. Indeed, some employers, like IBM, Sun and Microsoft, encourage their employees to blog. Some perceived benefits of blogs include:

- **Gauge Employee Satisfaction.** Blogs may provide employee perceptions of the workplace which they might not otherwise share.
- **Attract Potential Clients.** Many of these blogs are widely read and may lead to members of the employee's audience to become customers.
- **Motivate Collaboration and Ideas.** One of the most touted reasons for encouraging blogs is that they allow workers to comment and collaborate on each other's ideas which may make the workplace more productive.

The Legal Current

The general rule is an "at will" employee can be fired for making inappropriate statements on his blog, as long as the termination is not related to the employee's sex, race, religion, union membership, disability, etc. The scope of the at-will doctrine, however, is determined by state law.

There's a false sense that private employers can't punish their workers for voicing personal opinions - on their blogs or anywhere else. People mistakenly believe that the First Amendment protects them in the workplace, which is generally not the case. As the Electronic Frontier Foundation points out in its *Legal Guide for Bloggers*: "While your right to free speech is protected by the First Amendment, this protection does not shield you from the consequences of what you say."² The First Amendment protects speech from being censored by the government; it does not regulate what private parties (such as most employers) do.

Of course, the First Amendment does provide some protection when public employees "as citizens" speak on matters of "public concern" (corruption, waste, etc.) and such speech is not overly disrupting to the workforce.

One area that may offer real protection to bloggers is the National Labor Relations Act (NLRA). This Act not only protects those who are organizing, but those who "engage in other concerted activities for the purpose of collective bargaining or other mutual aid or protection."³ As a result, an employer should be cautious when disciplining an employee for blogging the company's pay

scale or vacation policy.⁴

Some state whistleblowing laws may offer protection to bloggers. For example: New Jersey's Conscientious Employee Protection Act (CEPA) and other state statutes prohibit an employer from retaliating against an employee "who discloses, or threatens to disclose to a supervisor . . . an activity, policy or practice of the employer . . . that the employee reasonably believes is in violation of a law, or a rule, or a regulation promulgated pursuant to law." Therefore, an employee that discusses his or her belief that the employer is engaging in illegal conduct on a monitored corporate blog and is subsequently terminated, may have a legitimate retaliation claim for "whistleblogging."

Of course, state and federal anti-discrimination statutes prohibit employers from discriminating against employees based on a long list of protected characteristics, including: handicap, race, and religion to name a few. Therefore, such laws may apply to bloggers who, for example, reveal that they are HIV-infected, homosexual, or are part of a minority racial group in a blog post and subsequently experience an adverse employment action.

Finally, some states provide protection for certain "lawful activities" outside of work. California is the broadest, prohibiting demotion, suspension, or discharge for unlawful off-duty, off-premises conduct.⁵ Colorado, New York, and North Dakota have more limited statutory protections.⁶

Beware the Iceberg.

Bloggers who post under a pseudonym have the leverage to speak without consequence. So what happens if anonymous postings reach the level of defamation? Or, what if an unnamed blogger posts confidential information or trade secrets? For most companies, the only remedy is to resort to the courts.

In order to learn the identities of the various "John Does," companies have initiated court actions and then issued subpoenas to the Internet providers that hosted the blogs. The cases are typically brought in the form of defamation claims in state court. If it involves a publicly-traded company, the company may make a federal claim by alleging that the anonymous posters are trying to affect stock prices by their postings.⁷

Initially, these cases, sometimes referred as "cyberSLAPP" cases, were typically brought against individuals posting to message boards dedicated to particular companies. Now, bloggers are increasingly becoming the subject of similar lawsuits.

When these suits first appeared around 2000, employer-plaintiffs could typically discover the posters' identities before the case got off the ground - simply by filing a

complaint and following with third-party subpoenas to internet service providers such as AOL and Comcast. However, in recent years as courts have become more familiar with these suits, many have adopted specific standards an employer must meet to reveal the identity of these so-called John Doe bloggers. The courts typically express some concern that allowing the revelation of identities of posters too easily would chill them from exercising their First-Amendment right to speak anonymously.

In a 2005 Delaware Supreme Court case, the use of subpoenas to discover the blogger's identity was called into question. In *John Doe No. 1 v. Cahill, an anonymous blogger, using the alias "Proud Citizen,"*⁸ posted disparaging remarks about a local town councilman and his performance as a councilman on a local news site's blog. The councilman filed a defamation suit and sought to obtain Proud Citizen's identity from Comcast, his Internet provider, so the councilman could serve Proud Citizen with the lawsuit papers. The trial court determined that a party suing for defamation could compel the disclosure of the other party's identity - so long as the claim was filed in good faith.

The Delaware Supreme Court reversed, however, opting to set a high standard for individuals who want to expose an anonymous poster's identity - even when the postings seem to be an attack on the individual's reputation or character. Under Delaware law, the party requesting the subpoena must satisfy a notification requirement and a "summary judgment" standard before the party can unmask the identity of an anonymous poster. First, the party must attempt to notify the poster that he's the subject of a subpoena by placing a message on the same board where the original statements were first posted. Once the notification provision is satisfied, the party must prove that the anonymous poster published a defamatory statement about him that a third party would understand to be defamatory. Only then can a party seek a subpoena to uncover the identity of the blogger.⁹

Navigating the Waters?

It seems settled that companies should cover blogging in their Internet or electronic communications policy. The policy should prohibit disparaging the company or its employees, customers, or competitors either by name or implication. As with your other policies, it should be communicated to employees when they're hired and periodically thereafter. It also should caution them that they must avoid creating the impression that the views expressed on a blog are anything more than personal opinions.

A blogging policy should cover the following points:

- Persons who broadcast information regarding the company or its employees, customers, or competitors must make clear that views expressed in the blog are theirs alone and don't represent the views of their employer.
- In blogging, as in any other communication, employees must respect the company's confidentiality and proprietary information. Employees should be reminded of the confidentiality provision in the employee handbook and, if they're required to sign confidentiality agreements, of their commitments under those agreements.
- Employees who have questions about the blogging guidelines should direct their questions to a designated company official who will serve as the authority on the policy and on helping them understand how it applies to their situations.
- As with all communications, persons communicating through blogs are expected to treat the company and its employees, customers, and competitors with respect.
- The company may ask that certain topics not be disclosed for confidentiality or legal compliance reasons, and employees are expected to honor those requests.
- Employees are responsible for ensuring that their blogging activity doesn't interfere with their work commitments, and they should be familiar with the company's other policies regarding Internet use, which also apply to blogs.

Smooth Sailing

The benefit of a blogging policy is that it puts your employees on notice of the standards of conduct that apply to blog postings. If an employee violates the policy, the situation can be addressed through the normal disciplinary process. Before imposing discipline, however, remember that state laws differ and certain types of communications may be protected under state and federal law.

1 James Richards, *Unmediated Workplace Images From the Internet: An Investigation of Work Blogging* (April 24, 2007) (paper presented at 25th International Labour Process Conference, University van Amsterdam.)

2 www.eff.org

3 29 U.S.C. §157.

4 See *Timekeeping Sys., Inc.*, 323 NLRB 244, 247-49 (1997).

5 Cal. Lab. Code §§ 96(k), 1101, and 1102.

6 See C.R.S. § 24-34-402.5; N.Y. Labor Law § 201-d; N.D.C.C. § 14-02.4-03.

7 See 15. U.S.C. § 78j(b).

8 *John Doe No. 1 v. Cahill*, 884 A.2d 451 (2005).

9 Id.

FAMILY AND MEDICAL LEAVE ACT REGULATIONS

by Nancy Bestwick, *Legislative Liaison*

On June 27, 2007, the U.S. Department of Labor (DOL) issued the "Family and Medical Leave Act Regulations: A Report on the Department of Labor's Request for Information," a summary of comments filed with the DOL in response to its Request For Information (RFI) on the Family and Medical Leave Act (FMLA) announced last December. In its RFI, the DOL sought interested parties having an understanding of, or experience with, the FMLA to submit information about the Act that could help gauge the effectiveness and administration of the current implementation of FMLA regulations. Specifically, the DOL sought information on several FMLA provisions, including the definition of a "serious health condition," intermittent leave, notice requirements and FMLA leave determinations/medical certifications.

SHRM, along with the National Coalition to Protect Family Leave (NCPFL), participated in a major advocacy effort in response to the DOL's request. Collectively, SHRM's HRVoice and NCPFL letter-writing efforts resulted in the submission of over 4,500 comprehensive comments and suggestions to the DOL by the February 16, 2007 deadline.

FAMILY AND MEDICAL LEAVE EXPANSION

by Nancy Bestwick, *Legislative Liaison*

Early in August, before passing the children's health insurance bill H.R.976 (called the "SCHIP Reauthorization and Reform Act of 2007"), the Senate unanimously adopted two amendments that would expand family and medical leave to family caregivers of injured service members.

One of the amendments would expand FMLA to allow a spouse, son, daughter, parent or next of kin of an injured service member to take up to 26 weeks of leave to provide care for their loved one. Taking another different approach, the Senate also adopted a second amendment that would provide up to 52 weeks of employment protections to family members caring for injured service members. The amendments were sponsored by U.S. Senators Barack Obama (D-IL), Chris Dodd (D-CT) and Hillary Clinton (D-NY).

WORK/FAMILY BALANCE: EMPLOYER BEST PRACTICES

by Nancy Bestwick, Legislative Liaison

On May 23, 2007, the Equal Employment Opportunity Commission (EEOC) held a public meeting on "Achieving Work/Family Balance: Employer Best Practices for Workers with Caregiving Responsibilities." SHRM member Cornelia Gamlem testified on behalf of SHRM. Ms. Gamlem discussed what employers are doing to help employees who serve in a caregiving capacity achieve work-life balance and how SHRM assists its members to promote and establish work-life policies. Ms. Gamlem also addressed training initiatives and what HR professionals can do to raise awareness of workplace flexibility issues and create respectful workplace practices.

During the public meeting, the Commission also announced new enforcement guidance on the unlawful disparate treatment of workers with caregiving responsibilities. The guidance addresses sex-based disparate treatment of caregivers, pregnancy discrimination, discrimination against male caregivers, discrimination against women of color, and unlawful caregiver stereotyping pursuant to the Americans with Disabilities Act. The guidance is effective immediately.

THE DEPARTMENT OF HOMELAND SECURITY ISSUES FINAL RULE ON NO-MATCH LETTERS

by Nancy Bestwick, Legislative Liaison

On August 10, 2007, the Department of Homeland Security (DHS) issued a final rule on safe harbor procedures for employers who receive a no-match letter from the Social Security Administration (SSA) or written notice from DHS. The final rule was published in the Federal Register on August 15, 2007. In June 2006, DHS requested public comment on the agency's proposed rule regarding no-match letters, and SHRM submitted comments to DHS in response to the request.

Under current law, an employer is required to send SSA wage information on an annual basis. This information includes the employee's name and social security number. When the employer's submission does not match SSA records, SSA will send the employer a "no-match" letter. This "no-match letter" gives the employer notice, among other things, that the employee may not be authorized to work in the U.S. pursuant to the federal immigration laws.

The final rule provides safe harbor procedures that an employer should follow after receiving a no-match letter. These include requiring an employer to: (1) take

reasonable steps within 30 days of receipt of the no-match letter to identify clerical errors, correct records, and inform the relevant agencies; (2) resolve the discrepancy within 90 days of receipt of the no-match letter; and (3) complete a new Form I-9 within 93 days of receipt of the no-match letter if the discrepancy is not resolved within the 90-day period.

MAJORITY LEADER REID PULLS IMMIGRATION REFORM FROM THE SENATE FLOOR

by Nancy Bestwick, Legislative Liaison

After failing to invoke cloture to bring comprehensive immigration reform legislation (S.1348) to a final vote in the U.S. Senate, Majority Leader Harry Reid (D-NV) pulled the bill from floor on June 7, ending further consideration of the measure until an agreement can be struck on how to proceed in debating this legislation. As currently drafted, S.1348 would significantly change the current employment verification process, creating serious challenges for HR professionals, employers and employees nationwide.

SHRM supports an employment verification system that is administratively easy to use, expedites the employment verification process, and restores integrity to our immigration system. Accordingly, SHRM is the leader of the HR Initiative for a Legal Workforce, which represents human resource professionals in thousands of small and large U.S. employers across every sector of the American economy. The HR Initiative and its members are advocating an improved electronic employment verification system that must meet the following priority principles:

- Shared Responsibility Amongst Government, Employers and Employees-U.S. employers, employees and the federal government share responsibility for a reliable, efficient and accurate system to verify employment eligibility.
- Fair Enforcement-U.S. employers should be liable for their own hiring decisions, not for those made outside of their control.
- Accuracy and Reliability-Employers should not be forced to participate until the government provides assurances that the system is accurate and reliable.
- Ease of Use-The new verification system should be easy to understand and to implement at all work sites. The entire employment eligibility verification process should be conducted electronically to eliminate duplication and paperwork.
- Deployment of Latest Technologies-A new verification

system must make false documents and identity theft ineffective. One way to achieve effective and efficient work-site enforcement is to include biometric or other state-of-the-art identifiers.

SUGGESTED LEGISLATIVE WEBCASTS

by Nancy Bestwick, Legislative Liaison

For those with access to the SHRM National website, the following are some Webcasts topics covered in 2007. Review of such Webcasts will give members a solid foundation for the future. These are accessible from from SHRM Home, Education:

- Preparing for Your Day in Court
- The New EEO-1: Are You Ready to Report?
- Background screening of International Job Candidates
- Safe and Effective Return-To-Work Policies
- Conducting a FLSA Audit of Pay Practices
- HR Tools of the Trade: Making Your Voice Heard&

Link to information on educational sessions: www.shrm.org/conferences/leg/education.asp

2007 DELAWARE STATE HR CONFERENCE NEWS

by Richard Burton, MBA, Conference Co-chair

For the first time Delaware SHRM and the Delaware Economic Development Office are partnering to make their annual conferences more comprehensive with more meaningful and practical content.

The conferences will occur over a two-day period on October 9th and 10th at the Chase Center on the Riverfront in Wilmington, DE.

Keynote speakers include:

- Judy McKinney-Cherry, Director of the Delaware Economic Development Office
- Margaret Long, VP Staffing and Selling Services for the West Coast Division of Macy's Department Stores
- Anita Blair, Deputy Assistant Secretary of the Navy's Human Capital transformation agenda
- Michelle Ray, an international speaker known for her expertise on Leadership and Morale in the Workplace, and
- Deborah Russell, Director, Workforce Issues, Outreach &Service, for the Association for the Advancement of Retired Persons.

Those interested in credits towards PHR/SPHR/GPHR

recertification will be happy to know that other sessions will include:

- Employment Law Updates
- Leadership
- Tips for HR Effectiveness
- Effective Utilization of HR Surveys
- Resolving Conflict
- Wellness Programs, and
- Creating a Fun Culture in the Workplace.

There will also be sessions covering new developments on Homeland Security, Immigration, and Work-Life Balance.

REGISTER NOW! Online at http://www.deshrm.org/2007_shrmde_conference.cfm. We look forward to seeing you tomorrow at what is sure to be a fun, practical, and educational event!

DELAWARE STATE COUNCIL

by Frank B. Ingraham, SPHR, Director, Delaware State Council

Fall is here already, as well as our 7th annual state HR conference and the fourth quarter of the year.

Your Delaware State Council (DESC) is hard at work representing you, as evidenced by being intently involved with this year's hugely successful Pathway to Performance State Human Resources conference, recognizing this year's Ron Shane Lifetime Achievement award recipient and naming newly qualified student scholarships. Not to mention partnering with the State of Delaware DEDO's (Delaware Economic Development Office) Governor's 3R Conference.

This is in addition to our State Council members being present at both Delaware SHRM chapter's monthly Board and Membership meetings, quarterly State Council meetings and hosting our 1st Annual SHRM Leadership Conference.

Your State Council received the SHRM Superior Honor State Council Award from SHRM National. Our collective accomplishments have definitely served the professional and advanced the profession within our fine state, and your volunteer SHRM Leaders display their focused dedication and spirit of accomplishment with each and every task.

The DESC also has successfully achieved this year's goals, as well as having made significant progress in the Core Leadership Areas of Membership, College Relations, Diversity, Governmental Affairs, HRCI Certification, SHRM Foundation and Workforce Readiness.

My sincere THANKS to each SHRM Leader for continuing to make this experience not only memorable, but for making it truly enjoyable! Thanks also to our SHRM Membership for our continued growth and your strong support. We look forward to another exciting year, both personally and professionally AND remember, our SHRM organization just keeps getting better and better because of you. Take care, be safe and enjoy your friendships and surroundings.

SHRM FOUNDATION

Your Foundation at Work

<http://www.shrm.org/foundation/>

Generating Research-Based Knowledge

Over the past ten years, the SHRM Foundation has funded more than \$1 million in research grants for 79 research projects. The SHRM Foundation promotes the use of "research-based knowledge". What does that mean for you? It means enhanced credibility.

Imagine proposing a new program to senior management and being able to cite solid research to demonstrate the benefits of your proposed change. The Foundation is funding practical research every year to help you do just that. To review the results of recently completed SHRM Foundation research, visit <http://www.shrm.org/foundation/findings.asp>

Selection Assessment Methods

Organizations compete fiercely in the war for talent. An enormous amount of time and money are invested in recruiting strategies to attract the best candidates. Yet, when it comes to actually assessing which job candidates are likely to perform effectively and make significant contributions, many organizations fall short.

To learn more about which assessment methods are backed by solid research, download the SHRM Foundation's free report Selection Assessment Methods at <http://www.shrm.org/foundation/1104pulakos.asp>.

The SHRM Foundation: *40 Years of Advancing the HR Profession*

RESOURCES FROM THE STATE OF DELAWARE

Visit www.dedo.delaware.gov/delawareworkforce/ for the most complete contact information available on navigating the Delaware Workforce terrain.

DELAWARE SHRM MEMBERS

Take a moment to update your personal information in the Delaware SHRM membership directory. Visit [Membership page](#), login and click on "Update User Profile." Simply change your information and click Reset. Your record will update immediately.

PREPARE FOR PHR/SPHR CERTIFICATION

Newark, DE class starts Monday, January 28, 2008

<http://www.constudies.villanova.edu>

by Denise Plaughter, Coordinator, Continuing Studies, Villanova

Delaware 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 earn 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:

Place: JP Morgan Chase - 500 Stanton Christiana Road, Newark, DE

Time: Monday evenings, January 28, 2008 - April 21, 2008, 6:00 p.m. - 9:00 p.m.

Instructor: Lewis W. Charnock, SPHR, President, Lew Charnock & Associates, Inc.

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 2007 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 Center City, Philadelphia; Langhorne; Dresher; York; Malvern; and at the Villanova Conference Center in Radnor. 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.

SHRM FOUNDATION SCHOLARSHIPS FOR 2007

Deadline is October 12, 2007

The SHRM Foundation Board of Directors has established the funding of three (3) HR scholarships: one graduate scholarship (\$5,000) and two undergraduate scholarships (\$2,500 each).

Scholarship applicants must be national student members of SHRM, as verified by the SHRM Student Program Manager.

Undergraduate student applicants must have completed at least 55 semester hours of course work in an HR major or HR emphasis area, including at least one HR Management course. An overall GPA of at least 3.0 on a 4.0 point scale is required.

Graduate student applicants must be enrolled in a Master's Degree program and clearly pursuing an emphasis area in HR and/or IR and have completed at least 12 hours of graduate course work with at least a 3.5 GPA.

Scholarship applications should include:

- Completed scholarship application form
- Official, sealed copy of student transcript(s)
- 1 or 2 page typed resume
- 2 scholarship reference letters, one from the SHRM Student Chapter Faculty Advisor and one from a local SHRM professional. A third reference from a work-related source is optional.

Submittal of application:

- Applicants should submit **three (3) copies** of the completed application, **three (3) copies** of all attachments to the application (except the transcript(s)), and one (1) copy of each official, sealed transcript.
- Entries should be mailed to: SHRM Foundation Scholarship Selection Committee 1800 Duke Street Alexandria, VA 22314

October 12, 2007: Deadline for submitting scholarship application

December 7, 2007: Announcement of scholarship winners

Please direct inquiries by email Sandi Peyton speyton@shrm.org, SHRM Foundation Administrator, or by phone at (703)535-6020.

2007	Program/Event
October 9 -10	<p>New this year! Combined Delaware State HR Conference and the Governor's Recruiting, Retention & Resources Conference, Wilmington, DE</p> <p>Chase Center on the Riverfront Wilmington, DE</p> <p>Join us tomorrow at this one and a half day conference. This year's focus is Pathway to Performance: Motivating and Rewarding People to Succeed.</p> <p>Go to www.deshrm.org for details.</p>
October 9-10	<p>SHRM Strategic Conference</p> <p>Tampa, Florida</p> <p>For more information & registration: http://shrm.org/conferences</p>
October 18-20	<p>SHRM Workplace Diversity Conference & Exposition</p> <p>Philadelphia, PA</p> <p>For more information & registration: http://shrm.org/conferences</p>
November 13	<p>Delaware SHRM monthly meeting: "How to Make Executive Coaching Work for the Leaders in Your Company," Jackie A. Vice-Black, Ph.D.</p> <p>Breakfast meeting: 7:30 am registration & networking; 8:00 am breakfast, 8:25 am Speaker. Program ends at 9:30 am. Cavalier Country Club, 100 Addison Drive, Newark, DE</p> <p>Registration deadline: Friday, November 9 at noon. Register online & Avoid the Line! Discounts for early registrations! Register online at www.deshrm.org/monthlymeeting.cfm or by phone at 302-367-7476. Cancellations after deadline and no shows will be billed.</p>
December	<p>Delaware SHRM does not meet during December. Happy Holidays!</p>
January 8	<p>Delaware SHRM monthly meeting: Watch www.deshrm.org for more information.</p> <p>Dinner meeting: 5:30 pm registration & networking; 6:20 pm dinner, 6:45 pm Speaker. Cavalier Country Club, 100 Addison Drive, Newark, DE</p> <p>Registration deadline: Monday, November 12 at noon. Register online & Avoid the Line! Discounts for early registrations! Register online at www.deshrm.org/monthlymeeting.cfm or by phone at 302-367-7476. Cancellations after deadline and no shows will be billed.</p>