

**November 19, 2014**

# 4th Annual Professional Development Day

**HRASM**

Human Resources Association of Southern Maryland

**Conference Location**

Holiday Inn Solomons  
Conference Center  
& Marina  
155 Holiday Drive  
Solomons, MD 20688

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# Thank you, everyone!

Many volunteers came forward to make HRASM's fourth professional development day a success. Our thanks to all!

# agenda

**7 to 8 a.m.**

**Registration/Continental Breakfast**

**8 to 9:15 a.m.**

**Keynote Address: Work to Be Well**

Griff Hall, Principal  
GRIFF Strategic Leadership

*1.25 HR Recertification Hours*

**9:30 to 10:40 a.m.**

**HR Metrics and  
Organizational Success**

Dan Carusi, Vice President  
and Chief Learning Officer  
Deltak

*1.25 Business Recertification Hours*

**Communication and Culture:  
Shaping and Reinforcing  
Organizational Culture**

Joe Raia, President  
Glimmerglass Consulting & Training

*1.25 HR Recertification Hours*

**10:50 a.m. to Noon**

**Strategic Succession Planning:  
Building Your Bench Strength**

Ed Krow, SPHR, CCP, CHCM, Principal  
Implementation Management Group

*1.25 Business Recertification Hours*

**Change Management in  
Human Resources**

Nat Alston, President  
The Horizons Group, LLC

*1.25 HR Recertification Hours*

## Lunch

### **Fair Labor Standards Act (FLSA)**

Darryl McCallum, Attorney  
Shawe and Rosenthal

*1.25 HR Recertification Hours*

### **Strengths Based Leadership**

Jonathan Pugh, SPHR, Director,  
Human Capital Services  
Golden Key Group, LLC

*1.25 HR Recertification Hours*

### **Affirmative Action Reality Check: New OFCCP Regulations Bring New Realities to Federal Contractors**

Kristyn M. Hurley, PHR, Berkshire Associates

*1.25 HR Recertification Hours*

### **Ethical Practice in HR**

Pierpont Mobley, JPM Group

*1.25 HR Recertification Hours*

**Noon to 1:20 p.m.**

**1:20 to 2:30 p.m.**

**2:40 to 3:50 p.m.**

## Keynote: Work to Be Well

For employees everywhere (and that includes all of us — HR staff and CEOs alike) we feel pressure to maximize performance in our jobs. Too often work translates into negative stress, which in turn affects workplace culture, relationships, and ultimately productivity. Turning on its head the conventional idea of work as a place of disengagement and burnout, Griff challenges us to consider the possibility of work as a place to be well. It is more than an attitude adjustment, more than a motivational push. It is a process that allows us to engage, to consistently do our work well with other people. While it is a simple concept, it is not easy and takes dedication and deliberation to accomplish. Discover how our work can fuel not only ourselves but lift others to better productivity.

### **Affirmative Action Reality Check: New OFCCP Regulations Bring New Realities to Federal Contractors**

The final Veterans and IWDs affirmative regulations are now in effect, and the reality of their changes has hit the federal contractor community.

Kristyn's informative presentation will provide an overview of the new regulations, give guidance on what to do to ensure compliance, and then discuss the next steps to take for managing the regulations now that the implementation date of March 24, 2014 has passed. Knowing how to prepare is critical in developing effective AAPs that can withstand the scrutiny of OFCCP.

Attendees will leave this session with a better understanding of: key components of the new OFCCP regulations; what needs to be done to prepare their organizations to be in compliance now that the implementation date has past; strategies for next steps to ensure compliance in their AAPs.

### **Change Management in Human Resources**

This one-hour seminar will highlight the changes that are occurring in Human Resources. You will learn how to manage change, the success factors for change, how to create a climate for successful change. You also learn the new role of human resources in the era of change management and some of the key skills to assist in the facilitation of those changes.

### **Communication and Culture: Shaping and Reinforcing Organizational Culture**

Nearly every organizational assessment processes, from off-the-cuff informal 'temperature checks' to highly structured, formal surveys and focus group efforts, include a heavy focus on some sort of organizational communication. Over the past several years, more and more are also focusing on concepts such as organizational culture, climate and/or environment. These are often broad and general terms that can be difficult to translate into tangible and actionable application. This interactive session is

aimed at providing you with a clearer understanding of organizational culture and the relationship between culture and communication. In a short amount of time, we will look into the following topics and issues:

- The history, definition and importance of organizational culture
- The relationship between organizational culture and communication
- The key determinants and influencers of organizational culture—including the role of Human Resources in shaping and reinforcing the desired culture
- Case studies of different organizations and their respective organizational cultures

### **Ethical Practice in HR**

In this session, participants will discuss ethical practices and ethical challenges sometimes faced by HR professionals. Topics will include Ethical Do's and Don'ts, Conflict of Interest for Employees, Outside Activities (What constitutes unethical behavior), Political Activities, Challenges and Barriers, Gifts from Outside Sources, Using Confidential Information, Gifts between employees aka What is a Gift?, Contractors Special Treatment and Other Ethical Rules.

### **Fair Labor Standards Act (FLSA)**

Employers in Maryland and across the United States have been targeted by a wave of collective, class, and individual actions asserting a wide variety of claims under the Fair Labor Standards Act and state laws governing wage and hour issues. Smart employers must ensure that their employees are properly classified and compensated in order to minimize the risk of costly lawsuits. This program will focus on compliance with FLSA overtime regulations including how to classify executive, administrative, and professional positions under the overtime regulations, how to avoid a Department of Labor audit, and what to do in case you are audited. We will also cover the processes and pitfalls of reclassification of employees and how to minimize

legal exposure for employees working “off the clock.” Finally, the program will provide an overview of recent FLSA cases and the legal standards being developed by the courts.

### **HR Metrics and Organizational Success**

How HR professionals measure effectiveness and positive business impact is transforming rapidly. As more conversations revolve around the HR function growing obsolete and the age old question, how does HR earn a seat at the table, transforming with this change will be critical for the success and future of HR. Successful HR teams who have already made this journey are more strategic than transactional and have aligned their efforts and ultimately metrics with the business goals and strategy of their organizations. In this session, you will learn why this transformation is taking place, how to become a strategic partner, closer alignment with the business and how to measure business impact. Also, technology plays a key role today for HR professionals and you will learn how to leverage technology to manage and track the metrics as well as industry best practices.

### **Strategic Succession Planning: Building Your Bench Strength**

Planning for both the foreseen and unexpected absences of people who hold key roles in an organization is a task which employers often avoid or engage in only in an informal manner. Worse yet, we sometimes limit the planning to the “C-Suite”. Without concentrated effort on succession planning, a business that has been successful can quickly fail if one or more of its key employees are lost. Succession planning has to be a priority for every business and should be part of its strategic business plan. During this interactive seminar, attendees will gain a broad knowledge of how to develop a succession plan for all levels of key employees. Topics that will specifically be covered are:

1. The Business Case for Succession Planning
2. The 7 Deadly Signs (of a faltering SP system)
3. Succession Planning meets Leadership Development
4. Top 10 Ways to Strategically Build Your Bench Strength
5. Implementation Strategies for a Tough Economy

We will identify current business trends that impact Succession Planning and learn how to recognize them in your organization. We'll also conduct a mock succession plan activity that will require participants to rate an employee's readiness to

# sessions

assume additional responsibility. Attendees will: create an effective Succession Plan management process; develop best practices around on-the-job development; merge succession planning and leadership development; balance company interests with employee work-life balance.

### **Strengths-Based Leadership**

Strengths-based leadership is an outgrowth of “positive psychology,” which has a research focus on the optimal functioning of human beings, i.e., courage, hope, resilience, and wisdom. By contrast, traditional psychology has a pathology focus, endeavoring to diagnose and develop treatment methods for mental disorders. In the workplace, we have been conditioned to approach employee development by looking for what is lacking in people (knowledge, skills, abilities, behaviors, etc.) and then trying to improve these under the banner of performance management.

Rather than trying to “fix” people, what if we turned this paradigm upside down and set out to discover the talents and skills that people naturally possess? If these could be developed into real strengths and leveraged for the organization's benefit, wouldn't that improve performance and make people happier, too? The Gallup Organization certainly thinks so, and they have over five decades of research to support this claim.

Identifying and making the best use of peoples' strengths is the basis for a new leadership approach that is the subject of this presentation. We'll spend some time on each of the following learning objectives:

- Confront the serious nature of today's leadership challenge and its impact on business
- Understand what followers need from leadership
- Discover how a strengths-based leadership approach can enhance your personal leadership effectiveness and improve organizational productivity
- Learn how to use the strengths of individuals to build high performing teams
- Develop a personal action plan to apply the principles of strengths-based leadership



# speakers

## **Keynote Speaker: Griff Hall**

Griff's professional focus is leadership and strategy, two intertwined subjects that have confounded, fascinated and fueled him for more than 15 years. From painful experiences in a couple of turn-arounds to the exhilaration and sobering reality of starting, launching and building two non-profits and a company, this journey has come packed with scratches, dings, dents and most importantly, utter fulfillment.



He has been involved in the leadership movement across the nation for more than a decade. After serving eight years as executive director at Leadership Anne Arundel (Maryland), Griff served as the founding Board Chair of the Association of Leadership Programs, the national association of community leadership programs.

During this same time, he launched GRIFF Strategic Leadership. Since its founding in 2007, he has partnered with scores of companies and organizations to develop a culture of leadership as a way of being—a way of life—rather than simply a set of skills. The company is also keenly interested in partnering to institute strategic thinking and strategy implementation as an ongoing discipline. Their services in consulting, coaching, training & education, and facilitation have been used by organizations as diverse as the U.S. Naval Air Command, Wyle Laboratories, Paralyzed Veterans of America, Chase Brexton Health Services, and Leadership Dayton.

In addition to his business, Griff is Senior Professional Instructor in leadership and strategy at the Johns Hopkins Carey School of Business MBA program.



## **Nathaniel Alston**

Nathaniel Alston is the President & Founder of The Horizons Group, LLC, a human capital consulting firm specializing in human resources strategic planning, talent acquisition, management



development training and succession planning. He has over 35 years of executive level and mid-level human resources experience.

Prior to the December 2000 founding of The Horizons Group, Nat was the Vice President of Human Resources

for State Employees Credit Union of Maryland. Before joining SECU, Nat was the Regional Director for Human Resources for Service America Corporation. Other employment included The Marriott Corporation as Corporate Manager of Employee Relations and Manager of Employment, Holiday Inns, Inc. as Manager of Employment, Baptist Memorial Hospital Health Care System as Manager of Human Resources, PYA Monarch a division of Sara Lee Corporation as Manager of Corporate Employee Relations, and The HBH Corporation as an Overseas Recruiter.

In 1998, Nat along with twelve other senior human resources' executives founded the National Association of African Americans in Human Resources. In 2001 he was elected as the National President. This organization represents over 7000 African American Human Resource professionals in 30 cities. In 2007 Nat was bestowed the Lifetime Member Emeritus designation of the organization and in 2013, Nat was elected Chairman of its National Board of Directors.

Nat is a weekly contributor to radio station WEEA, Morgan State University on Mondays on the Sandy Mallory Show with his "Tips to Elevate Your Career" and a frequent presenter at the "Moneywise Empowerment Seminars" with Kelvin Boston.

Nat received his undergraduate degree from the University of Maryland University College

## **Dan Carusi**

Dan Carusi is Vice President & Chief Learning Officer for Deltek. With more than 20 years of experience, Dan is responsible for overseeing Deltek University and the Talent & Learning organization, where he oversees all aspects of talent management, leadership development, organizational design & performance, global employee & customer education and Human Capital consulting. Prior to Deltek, Dan held leadership positions with Learning Tree International, Verizon Business, MCI, AT&T and Hyatt Hotels & Resorts.



Dan is the recipient of multiple Learning in Practice awards from CLO Magazine and currently sits on the Human Capital Executive Research Board and Business Intelligence Board for CLO Magazine. Dan was also recently a full-time Contributor to fistful of talent publishing articles monthly challenging the latest trends in Talent Management.

Dan is a graduate of Moravian College with a BA in History and is a current member of the Moravian College Leadership Council.

## **Kristyn M. Hurley, PHR**

Kristyn Hurley is a Managing HR Consultant for Berkshire Associates Inc. As an expert in compliance, Kristyn has partnered with hundreds of companies, of all sizes and industries, to accomplish their affirmative action and



EEO compliance objectives. With over fifteen years experience, Kristyn has successfully provided Office of Federal Contract Compliance Programs (OFCCP) audit support, salary analyses, personnel action reviews, and HR strategic, functional, and planning assistance to Berkshire's clients throughout the country.

Prior to Berkshire, Kristyn was a recruiter for the KPMG member firm Peat Marwick, LLP. Her diverse skill set extends beyond compliance to include special training in traditional and Internet recruiting, behavioral interviewing, and new hire employment negotiations. Other areas include workforce analyses, compensation, employment policy development, and succession planning.

Kristyn is a HRCI certified Professional in Human Resources. She earned a Bachelor's degree in Psychology from the University of Maryland and a Masters degree in Applied Psychology with a concentration in Industrial/Organizational Psychology from the University of Baltimore.

### **M. Edward Krow, SPHR, CCP, CHCM, Principal**

As a Principal with Implementation Management Group, LLC, Ed manages external consulting engagements from the firm's headquarters in Lititz, Pennsylvania. Prior to co-founding IMG, Ed's 20+ years of experience in the Human Resources field included leadership in an HR Consulting



practice for a top 25 Accounting firm as well as his own consulting business, Human Resources Essentials, LLC. Ed also delivered impactful results in Human Resources and Operations Management for United Parcel Service for more than a decade.

Additionally, Ed is currently an adjunct professor at Millersville University, and a frequent speaker for Human Resources conferences, seminars, and professional development sessions, from which he has been quoted in numerous publications. He has a BS, Occupational Safety & Hygiene Management from Millersville University and an MS, Safety Sciences from Indiana University of Pennsylvania.

### **Darryl G. McCallum**

Darryl G. McCallum is an attorney with the firm of Shawe & Rosenthal, a management-side labor and employment law firm located in Baltimore, MD. Mr. McCallum regularly defends

employers in areas such as employment discrimination, retaliation, wrongful discharge, and wage/hour regulation both in court and before federal and state agencies. He also provides advice to managers and human resources professionals on a wide variety of personnel matters, and conducts training on union avoidance, FMLA compliance and other employment law issues. Mr. McCallum is a frequent speaker on employment law issues in the hospitality industry and serves on the Board of the Maryland Hotel and Lodging Association. He is the Chairman of the Board of the Maryland State Bar Association Section of Labor and Employment Law and is the Programming Co-Chair of the American Bar Association Litigation Section Employment and Labor Relations Committee. In addition, Darryl has served as a revisions editor for the Matthew Bender publication: The Employment Law Deskbook. Darryl earned his B.A. degree, cum laude, from Princeton University, and his J.D. degree from Harvard Law School.



### **Pierpont Mobley**

Pierpont's management consulting and training expertise is in the areas of EEO/Civil Rights and employment law. A Certified Mediator, trained Arbitrator and a professional OD Trainer, his consultant services has specialized in employment administration, Affirmative Action, Diversity Awareness, Executive Coaching, Sexual and Workplace Harassment, Organizational Effectiveness, Personnel Management, Employee Relations, Conflict Management, Team Building, Group Facilitation and Assessments, Strategic Planning, Customer Service, Career Coaching





and Performance Management and an inner-city mentor and activist for both the private and public sectors.

Pierpont served as the Senior Human Resources Specialist for the White House for four Administrations. During this 16 year-period, he was appointed the first EEO Coordinator for the White House. He was responsible for employee relations, staffing, position management, and minority/female recruiting. Prior to becoming an HR Consultant, he spent more than 25 years in EEO and Personnel Management in the Federal sector. He retired as Chief, Civil Rights/EEO Programs (Employment) for USDA; EEO Manager, Complaints Processing and Program Planning/Evaluation for the Department of the Interior; Senior Human Resources Specialist for the White House, and Military Personnel and Race Relations Specialist (DCNG) for the Department of the Army.

Mobley holds a Masters in Legal Studies (MLS), MA (EEO/Employment Law) from Antioch School of Law and completed undergraduate studies in Marketing (BA), Federal City College. He completed post-graduate studies at Upper Iowa University, Public Administration; Georgetown Law Center, CR/EEO and Employment Law Updates; Sexual Harassment and ADA updates, USDA, OD Systems, and GW University and served on the faculty of USDA Graduate School.

### **Jonathan Pugh, SPHR**

Jonathan Pugh is Director of Human Capital Services at the Golden Key Group, LLC, a



government consulting firm based in Reston, VA. He also currently serves as the Project Manager for a large HR Operations Support contract at the National Science Foundation in Arlington, VA. Jonathan's experience as an HR/Human

Capital Management practitioner, leader and consultant spans over 30 years.

His consulting experience began 16 years ago at PricewaterhouseCoopers and has encompassed a broad portfolio of commercial and government clients, including New England's Lifespan Hospital System, Sepracor Pharmaceuticals, the Defense Civilian Personnel Advisory Service, U. S. Army, Department of Housing and Urban Development, National Institutes of Health, and Department of Transportation.

A proven thought leader and business strategist, he is certified as a Senior Professional in Human Resources (SPHR) and International Public Management Association for Human Resources Certified Professional (IPMA-CP). Jonathan earned a B.A. degree from the University of Kansas and completed graduate coursework in Human and Organizational Studies at the George Washington University.

### **Joseph N. Raia**

Joe Raia is the President of Glimmerglass Consulting & Training, a leadership and organization development consulting firm based in Silver Spring, MD. An outstanding facilitator, consultant and trainer, he designs, customizes and delivers a broad range of leadership and management development programs. His wide range of clients cut across the corporate, higher education, and nonprofit sectors and include organizations such as Constellation



Energy/Baltimore Gas & Electric, Department of the Navy, General Electric, Georgetown University, Loyola University Maryland, SMECO, Under Armour, and The Y of Central Maryland. He has spoken at several national and regional conferences and has been featured on SIRIUS/XM Book Radio and in several publications. Prior to consulting, Joe was a human resources executive at NBC and WJLA-TV. Joe holds an M.A. in Industrial-Organizational Psychology from Rensselaer Polytechnic Institute in Troy, New York and a B.S. in Psychology from the State College of New York at Oneonta.

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