

For more information about our program, please contact Program Coordinators, Dr. Fraya Wagner-Marsh, SPHR at fraya.wagner@emich.edu or Dr. Mary Vielhaber at mary.vielhaber@emich.edu

The Human Resources and Organizational Development graduate program is off to start a good start this academic year. We have admitted several great new students and have many others moving through the program. However, we want to make sure we keep contacting the best candidates who can benefit from our program. If you know some high potential professionals who might want to learn more about us? Please send us their names so we can contact them. Most feel it has become the “art and science” of dealing with change. Businesses in the past decade have had to deal with an unprecedented pace of change. While the field was born in the '60's and had the reputation of being focused on people and relationships in business settings, most professionals today are involved in strategic planning and change management while still being advocates for the people side of the business.

I found the book *Difficult Conversations* by Stone, Patton and Heen of the Harvard Negotiation Project very compelling. Some faculty liked and some disliked *Emotional Intelligence* by Daniel Goleman. Have you found that others might benefit from?

I would be glad to host a social gathering of current students and faculty and bring back you alumni to meet and re-unite with us. What month do you think would be the best schedule such an event?

We already held an orientation for all the new students. There will be an orientation for all Practicum students on November 18th. In February we want to hold a panel discussion featuring four alumni: one who is an internally involved in Human resources activities; one who is an OD professional; another who provides HR services as an external; and the fourth who is an external OD professional.

We expect to have a bumper crop of Practicum students enrolled during Winter semester, 2000. As you may already know, each student is to serve as a change agent for an organization as an important part of this capstone course. Does your organization need some competent, yet free help?

While our faculty has developed some wrinkles since some of you graduated the MSHROD program, the fields of OD and HR have some new topics hot topics and techniques as well. Are you familiar with Appreciation Inquiry? Search Conferences? ISO 14000? Family leave issues? Outsourcing HR services? Do you need to update your knowledge or skills? What would you like us to do to help? Please let us know.

Headhunters and organizational recruiters about job openings frequently contact Fraya and me. Most are full time employment opportunities and some are internships or requests about job openings. It is hard for us to know who, among our graduates and current students, might be viable candidates. Do you have any suggestions regarding how we can stay current regarding how we can match inquires with our people? We will be hear it.

We would love to use our newsletters to let all people interested in HR and OD know about our graduates, current student students, and faculty. Let's keep the network alive and active.

Lastly, please let us know what is happening in your lives so that we can share your good news in our Winter newsletter.

Enjoy the fall season!



Interview with Minta Hissong (Formerly VanReesema)

Minta is a 1995 graduate of our MSHROD program. She earned the Graduate Student of the Year award in her final year. Minta excelled in the classroom and helped the department by being a Graduate Assistant. She received a BA in Economics from the University of Michigan in 1992.

Minta moved to Columbus, Ohio when she graduated. She worked as an HR generalist for the state of Ohio for two years and was also asked to work as a change agent in their Quality Initiative. After getting married and moving back to Michigan, she landed a job as a Training and Development Leader (TDL) at the Ford plant in Monroe. She provided training in aspects of the Ford Production System for 14 months. She was particularly helpful in their efforts to establish teams at the plant. She coached key coordinators in several processes and learned much about joint efforts by working with UAW appointees. Her success was rewarded with a major promotion. Minta is now the manager of the 20 TDL's working in the Visteon and Powertrain facilities of Ford.

Minta has continued to develop her professional knowledge and skills in several ways. She earned her PHR certification, which has attracted the attention of several potential employers. She is a member of local chapters of ASTD and SHRM. Minta also volunteers her expertise on a committee that deals with HR issues at the Rosehill Psychiatric Health Center.

Minta was interviewed in her office at the Fairlane Training and Development Center in Dearborn. She said that she truly has used every single class she took in the MSHROD program. She has found herself looking up notes and books from her classes in OD, Staffing, Training and Teams. Minta feels that the course she took that involved actual projects in organizational settings were the most useful.

I asked her what she has learned about the fields of HR and OD since she finished the program. She responded that she wants to give up some days. Change sounded so good and possible in the classroom but it takes so much longer in the real world. She came to this program with an interest in HR but got turned into the field of OD through our program. Now she is convinced that every activity she is involved in at Ford has change agent implications. Minta states that all HR professionals need to be trained and act as OD change agents.

Her advice for current students of the MSHROD program is to actively pick the brains of the professors of the program. She feels the faculty members are great sources of information. She suggests that students ask faculty if they can be included in outside projects that faculty might be involved in. She urges all to keep in touch after graduation and has found her former professors to be very willing to provide help and ideas. She also wants MSHROD students and alumni to know that she is looking to hire good people who are savvy in the areas of HR and OD. You can contact Minta by phone at (313) 845-9150 or e-mail her at mhissong@ford.com.

Minta would clearly make anyone's list MSHROD Hall of Fame candidates. It is encouraging to know that she is doing so well and is respected and appreciated in her field.

The 1999 Arbor Awards for Excellence for Best Practices in Human Resources

Shelly Pfister, PHR

On September 21, the 1999 Arbor Awards for Excellence for Excellence results were announced by The Arbor Consulting Group, Inc. and Eastern Michigan University, Master of Science of HR/OD Program. Dr. Fraya Wagner-Marsh and Joan E. Moore presented Waterford Crystal Arbor Awards at the Ritz-Carlton, Dearborn. Six organizations were recognized with Special Tribute Awards. This year winners are:

Dow Corning Corporation for Global Career Development Process. This is a multi-dimensional and comprehensive approach to career development, which spans Dow Corning's facilities worldwide. The process is guided by leadership's commitment to continuous learning at all stages of the employment life cycle.

Flint Ink Corporation for Employee Development Plan. It is a performance management system that measures, recognizes and rewards what is important to the organization, using a performance process and tool that facilitate meaningful dialogue between supervisors and employees.

Charles Stewart Mott Community College for Labor/Management Partnership Model. MCC, the Michigan Education Association, the Service Employees International Union and the UAW, ended an era of strained relations, by developing an alternative dispute resolution process that takes a real partnership approach to improving the workplace for all workers.

In addition to the three Arbor Awards for Excellence recipients, six Special Tribute Award winners were chosen. Those winners include:

Global Dynamics International Inc. for their Career Tracking Program, J.D. Power & Associates for the Structured Intern Program, Plante & Moran, LLP for their Personal Tightrope Action Committee, University of Michigan Health Systems for their on-line Employee Opinion Survey, Valassis Communications, Inc. for their *Valassis Voice* Newsletter and Wedge-Mill Tool, for their Externally Funded Health Program.

Congratulations to all these excellent organizations on their outstanding achievements. If your organization has an innovative HR program, you should think about applying for an award next year. For more information on how to apply, contact Shelly Pfister ('97) with the Arbor Consulting Group at (734) 451-2220.

The EMU Chapter of SHRM Introduces New Program

Molly Shelton

Eastern's student chapter of SHRM will be introducing a new Mentoring Program in association with both our sponsoring chapter, the Human Resources Association of Greater Detroit and another local SHRM chapter, the Greater Ann Arbor Society for Human Resources Management. The program will match students interested more about learning human resources with local professionals who have volunteered to provide guidance.

Benefits of a Mentor Program

- A successful mentor program provides opportunities for students to:
- Explore the world of work through interaction with professionals in the HR career of their choice.
- Gain an experienced HR practitioner's perspective on applying textbook concepts to real-life situation.
- Familiarize them with corporate protocol.
- Identify long-term development needs.
- Realize the value of networking.
- Develop a meaningful professional relationship over a specified period of time.

(From the SHRM website)

Students interested in participating in this new program can pick up an application at any of the upcoming student SHRM meetings, or call Molly Shelton, Program Director, at (734) 487-9640 to receive an application by fax or mail.

Faculty Focus

Raymond Hill is engaged in an interview study of scientists and other highly technical personnel who have become manager in corporate R& D settings. The focus is particularly on life history events may have influence either their temperament for or interest in managing. Most of his work to date on the scientist/manager career transition has been empirical, survey base (including personality profiles) research using statistical analysis of data. His current work is a qualitative attempt to understand the antecedents and current influences of the transition decision. And of course he is also trying to better understand the forces, which contribute to the success of what is essentially a very important human resource allocation system. Current estimates indicate that 50% of the scientific talent in this country are wasted through mismanagement and this is not a figure that all technology based corporations are comfortable with.

Steward Tubbs the former Dean of the College of Business from 1986-1999 has joined the MSHR/OD faculty this Fall. He is currently serving as the first holder of the Darrell H. Cooper Endowed Chair in Leadership. This semester he taught MGMT 681 Special Topics in Leadership and MGMT 604 Management Communication Theory and Practice. His book Human Communication (8th edition) co-authored with Sylvia Moss has just been published by McGraw-Hill.

Greg Huszczo published a couple more articles one on “Why you shouldn’t declare yourself a neutral when doing OD work” and the other “The good and evil of teams in joint settings.” He is still looking for volunteers who would be interviewed about ways they have attempted to make a difference in small ways on a day-to-day basis. He still consults on a variety of projects (teams, constructive union-management relations, developing change agent skills, etc.) And Greg is in shock because his son, Sam, is not only in college but actually chose to go to the University of Michigan!

Stephanie Newell presented a paper entitled “Developing a self-theory based model of strategic decision making” with R. S. Goodman at the International Strategic Management Society Meetings in October. She also presented

a paper entitled “Punishing Excellence Rewarding Mediocrity: The impact of the dominant culture on the creation and dissemination of knowledge” with D. L. Stone at the re-organizing Knowledge: Transforming Knowledge conference in September. She would be teaching two sections of the Field Projects course in the Winter 2000 term (Undergraduate and Graduate). It would involve developing business plans, researching the feasibility of growing a business, and a variety of HR projects including assisting in the development of employee handbooks. In Spring 2000 she will be offering a graduate course entitled “New Venture Creation” on-line. This course is designed for anyone who wants to develop a business plan.

Richard Camp during the last six months has visited Singapore, Hong Kong, Tokyo, Munich, Rome and Sydney Australia to provide some follow-up training to a large international executive search firm in the area of behavioral interviewing. He has been working with this firm for several years and they are committed to using behaviorally interviewing at the executive level. While this type of interviewing seems to work well across cultures, one of the major challenges is getting clients to take time to define their performance standards. He is also working with a large regional CPA firm to restructure their college recruitment process and tries to more accurately measure the competencies that lead to partnership. He is also working with Mary Vielhaber on a book on employment interviewing.

Deborah Ettington is a recruiting participant for a research study on lifestyle implications of new business startups. She is looking for couples where one or both partners are in the process of starting a business. If you are interested please free to contact her at (734) 487-0160 or e-mail her at deborah.ettington@emich.edu.

Schedule of upcoming Classes

Core Courses: Student must complete 18 hours

- MGT 602 – Theory and Techniques of OD
Offered: Fall
Prerequisite: MGT 605
- MGT 605 – Organizational Theory and Behavior
Offered: Fall, Winter, and Spring
- MGT 609 – Human Resource Management
Offered: Fall and Spring
- MGT610 – Diagnostic and Quantitative Methods
Offered: Winter
Prerequisite: MGT 605 and DS 501
- MGT 628 – Human Resource Development
Offered: Winter
Prerequisite: MGT 605
- MGT 688 – Practicum
Offered: Winter
Prerequisite: All core course and 2 Electives.

Elective Courses: Student must complete 12 hours

- MGT 615 – Organizational Design and Strategy
Offered: Winter, odd years
Prerequisite: MGT 605
- MGT 618 – Staffing
Offered: Winter, even years
Prerequisite: MGT 609
- MGT 620 – Compensation
Offered: Fall
Prerequisite: MGT 609
- MGT 625 – Management in Unionized settings
Offered: Spring
Prerequisite: MGT 609
- MGT 638 – Continuous Improvement Teams
Offered: Winter
Prerequisite: MGT 605
- MGT 648 – Communication and OD
Offered: Fall
- MGT 696 – Management Strategy and Policy
Offered: Fall, Winter and Spring.

Practicum Projects

There will be an MSHROD Practicum Orientation session for all students planning on registering for MGMT 688 Practicum for Winter 2000. The orientation session will be in the Management Department's conference room, Owen 465, on Thursday, Nov. 18, from 5.00-6.15 p.m. If any students are registering for MGMT 688 and cannot attend the orientation please have them contact Greg Huszczo sometime before Nov. 15.

Alumni and Students On the Move

- Lena Harb- an HR Strategist in HR Corporate Strategy and Communications Office at Ford.
- Linda N. - got a job offer from Detroit Edison.
- Janice Krupic- a Senior Consultant for Executive Leadership Development for Bank One.
- Chip Weyer- is a National Product Manager for Bank One.
- JoEllen Roe- a Communication Planner for DTE Energy.

We need information from you! Please phone, fax, or e-mail one of the MSHROD program directors with information about job changes, life events about you. We would love to hear from you! Contact Greg Huszczo at greg.huszczo@emich.edu or Fraya Wagner-Marsh at fraya.wagner@emich.edu.

SHRM State Conference

Molly Shelton

The 1999 Michigan SHRM Conference, dubbed “HR@warp.speed” was held September 27-29 in downtown Grand Rapids. Over 400 human resource professionals and students attended the annual event, with 60 exhibitors and more than 30 speakers, whose topics ranged from HR fundamentals such as FLSA and sexual harassment to “mst.com” or Masters Series sessions such as polarity management and situational leadership.

As a student with a limited amount of work experience in HR, I chose to attend the breakout sessions that followed the “ft.com”, or fundamentals track. The information I learned in these sessions was invaluable; the speakers were all highly experienced professionals, mostly attorneys, who offered real world examples of cases they had worked on and how they were helping their clients (HR professionals) keep their companies out of court. You don’t necessarily get tht in the classroom or hear about it at work.

The conference planners were all volunteers from the D+SHRM State Council and the sponsoring SHRM local chapter, the Greater Grand Rapids Association for Human Resources Management. In addition to scheduling all the speakers, exhibitors, and facilities, they included some activities just for fun as well. For example, at the end of the first full day of the conference, Eastern’s own Dr. Fraya Wagner-Marsh, SPHR and her teammate, Terry Buzonik, SPHR, won the HR Jeopardy contest!

In addition to the opportunity to learn and have fun, the conference also provided a wonderful opportunity to network with HR professionals, and for me personally, a chance to get away from my busy life as a graduate student, full-time employee, and single mother, if only for a few short days. Here’s what others had to say:

“The conference was very informative and served as a great opportunity for networking.”

-Jackie Washington, PHR, Regional HR Manager
Office Depot
2000 Michigan SHRM Conference Co-Chair

“Definitely a wide range of offerings, many geared toward the practitioner. It was helpful to college faculty because of its ‘in the trenches’ focus.”

-Dr. Spence Tower
Faculty, Management & Law Department
Central Michigan University

“I thought the conference was fantastic! The organizers truly put great effort into securing informative and motivating speakers. The Annual State Conference is certainly a worthwhile event for HR professionals-one not to miss!”

-Julie Wigley, HR Manager
Domino’s Pizza, Inc.

Train- the- Trainer Workshop

- Are you an HR generalist with training responsibilities and *no formal training* in training?
- Are you *moving* from the educational system to training in business and industry?
- Do you *think* you want to be a trainer and, therefore, want to learn more about training?

If the answers to the above questions is YES then **attend this workshop** at Washtenaw Community College, Morris Lawrence Building, on Saturday, January 22, 2000 from 8.30 a.m. to 4.30 p.m. You will learn the tools and practice the techniques to be effective in your training responsibilities!

On December 2, 1999, Dr. James Li from Leading Way will be presenting the techniques of “Integrating Learning and Knowledge Management.”

Professional trainers from Ann Arbor ASTD have donated their time to provide you with a career-enhancing experience, which includes **the basic of how to train:**

- Using adult learning principles for effective training
- Presenting training by “Tell, Show, Do, Check”
- Creating a stimulating learning environment – establishing rapport
- Using learning styles for training
- Determining how to set up the room
- Learning to prepare and use effective visual aids
- Ensuring learning from training films and videos
- Using icebreakers, games, role plays and simulations
- Designing evaluations with the essentials

Join us for this exciting opportunity! (All registrations include refreshments and a light lunch)
Registration forms can be had from the Management Department Room 466.

- ❖ Early Registration: Applications received by December 31, 1999 have the discounted rate of \$100.
- ❖ Standard Registration: Applications received from January 1 to January 15, 2000 will be at the regular rate of \$125.

Bonus!!! If you join Ann Arbor ASTD the day of the program, we will take 50% off the annual membership fee. If you have any questions please feel free to contact: Ann Arbor Chapter ASTD, PO Box 8203, Ann Arbor, MI 48107. Or call them at (734) 975- 1107.

Check out these Web Sites for HR Professionals

Poonam Singh

Academy of HR Development – www.ahrd.org

International Association for Human Resource Information Management – www.ihrim.org

Work & Family Connection – www.workfamily.com

WorkIndex Home Page – www.workindex.com

Management Advantage Inc. – www.management-advantage.com