PERSPECTIVES

MAY 2018

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AFFILIATE OF SHRM SOCIETY FOR HUMAN RESOURCE MANAGEMENT

THANK YOU, PHRA MEMBERS

You are vital to the success of the PHRA - and we want to thank you! Join us for **complimentary breakfast networking events** throughout the summer - all we request is that you invite at least one non-member to join you.

Member Appreciation Breakfast
7:15 AM - 9:00 AM

Wed., June 20 - Panera McCandless Crossing

Fri., July 20 - Panera Mount Lebanon (Galleria)

Fri., August 24 - Panera North Fayette

RSVP at PittsburghHRA.org/event/Appreciate18

PERSPECTIVES

TABLE OF CONTENTS

PHRA Presidents Message 4

Why Human Resources Professionals FAIL using Social Media…
and What YOU Can Do About It 6

5 Practical Tips to Improve Your HR Investigations 10

Recruiters are……Why Most Candidates Hate Recruiters 14

Pay Equity: Recent Legal Trends 16

Utilizing Peer-Coaching Groups in Organizations 18

New Members 20

2018 Events 22

PHRA PRESIDENTS MESSAGE

ENGAGING PITTSBURGH: INNOVATIVE PEOPLE PRACTICES AWARDS

Kori Amos , President, PHRA

Recognizing achievement is a powerful thing. It elevates the accomplishments of those pushing innovation forward so that the rest of us can benefit from their experience and absorb their influence to challenge ourselves to do likewise.

Since 2000, the PHRA has established a tradition of recognition through the Engaging Pittsburgh: Innovative People Practices awards celebration, an event to recognize employees and employers from across the region who have demonstrated creativity in designing business practices that have significantly contributed towards organizational and employee achievements. This year, our finalists attained success in the categories of Learning & Development, Talent Recruitment & Retention, Leadership Team, and Leader of the Year.

These finalists come from various industries and company sizes, which further supports the idea that we can lead from where we are. Each day, we have an opportunity and, more importantly, a choice, to decide how we are going to expend our talents. Whether they were attracting talent, training tomorrow's leaders, or rethinking the way they organize work, this year's nominees demonstrated that investing in people is a key component of business success. This year's Engaging Pittsburgh finalists gave their employees the opportunity to grow, develop, and reach greater levels of success personally, professionally and for their organizations.

Learning & Development Recognition

ARDEX Americas
Carnegie Museums of Pittsburgh
Legend Financial Advisors, Inc.®
Point Park University
PPG Industries
Sandler Training by Peak Performance Management

Talent Recruitment & Retention Recognition

Duncan Financial Group
Edgar Snyder & Associates
IntegraCare Corporation

ENGAGING PITTSBURGH:
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Leadership Team Recognition

Allegheny County Airport Authority
BPU Investment Management, Inc.
Highmark Health
Popinvasion
Sandler Training by Peak Performance Management
TiER1 Performance Solutions

Leader of the Year Finalists

Maria Angeloni, Arconic
Director of Global Talent Acquisition

Lois Bradley, The Bradley Partnerships
President & Founder

Lesley Evancho, Edward Marc Brands
VP of People

Lori Grant, IntegraCare Corporation
Executive Director, Newhaven Court at Lindwood

Linda Kricher, Net Health
VP of Life

Jamie Ross, Ross Staffing
President & CEO

Terrell Thomas, The Isaiah Project
Executive Director

Frank Urbaniak, MSA Safety
Director of Global Talent Management

Shining a light on the successes of our peers and leaders in Pittsburgh is one of the true joys of being a part of the PHRA. We are grateful to celebrate the work of our finalists. Is your organization up to something special? Think about Engaging Pittsburgh 2019!

It's hard to believe how quickly 2018 is moving, but there is still so much to look forward to this year with the PHRA!

Want to stay in-the-know about future Engaging Pittsburgh updates & opportunities? Join our mailing list!

WHY HUMAN RESOURCES PROFESSIONALS FAIL USING SOCIAL MEDIA... AND WHAT YOU CAN DO ABOUT IT

By Lindsey Demetris, Marketing Director, Sandler Training by Peak Performance Management, Inc.

According to TalentLyft.com, attracting high-quality candidates is very similar to attracting customers to buy your product. For that reason, the approach should be similar. Many HR professionals have realized that. Now, they are teaming up with their marketing departments and learning about social media marketing strategies.

In 2017, SHRM surveyed HR professionals with the job function of employment or recruitment to learn more about organizations' use of social media for talent acquisition. Specifically, this report focuses on recruitment and screening of job candidates.

Key findings include:

- Over one-third of organizations have taken steps to leverage mobile recruiting—to target smartphone users.
- Recruiting via social media is growing with 84% of organizations using it currently and 9% planning to use it.
- Recruiting passive job candidates (82%) continues to be the top reason that organizations use social media for recruitment.

However, there are common roadblocks when utilizing social media for HR. Here are the top 5 most common human resources fails utilizing social media… and tactics to overcome them.

FAIL #1: **They aren't connecting with the community on social media**. Your tactic to mitigate the risk of social media cannot be to ignore it.

WHAT YOU CAN DO ABOUT IT: Identify the social media channel (s) that is most important to you. Likely, this will be LinkedIn.

1. **Make it a behavior to connect on social media**. Instead of handing over your business card, pull out your phone and ask: "Are you on LinkedIn?" "Would you mind if we connected?"
2. **Utilize your network on social media**. Ask compelling questions that are important to you and your role.
3. **Share content on social media**. Establish yourself as a thought leader on social media by sharing relevant content with your network. Go a step further and add your own thoughts.

FAIL #2: **They aren't effectively communicating internally on social media**. According to a 2017 Gallup poll, 51% of the workforce is actively disengaged costing U.S. businesses $450-$550 billion dollars annually.

WHAT YOU CAN DO ABOUT IT: Develop ISM (internal social media) tactics for communication.

1. **Facebook pages and/or LinkedIn Groups** are great for use with human resources and remote employees. It's a way to share information about benefits, open enrollment and new policies. The pages can be used by departments and teams to collaborate and encourage. This involves getting together or just uploading information and pictures that help develop relationships and teamwork.

2. **Company blogs** also provide a significant amount of information that help workers stay updated. It helps them feel more involved in company strategy, vision and direction, policy changes and events. Content can include results from surveys, company research and interviews with managers so that the team better understands where the company is headed and the role they play in the big picture.

3. **Interactive video and live feeds** through social media are also great tools. These can be used to include remote workers as well as for training purposes.

FAIL #3: They aren't creating internal brand advocates with social media. According to the 2017 SHRM Volunteer Leaders' Summit, social media posts by employees outperform posts by the company.

WHAT YOU CAN DO ABOUT IT: Use your best assets - your people. Employee advocacy refers to the promotion of an organization by its workforce.

1. **Recognize their work**. In a recent study, 72% of businesses said that recognition for high performers had a significant impact on employee engagement. An "employee of the month" program or notice in a monthly newsletter sound old-fashioned, but can still be effective.
2. **Make advocacy a game**. Make a hashtag around a new development in the company. Then organize a draw among team members who create posts with that hashtag.
3. **Make advocacy easy**. Give them something interesting or fun to promote. This could be a new product announcement or a humorous video.

FAIL #4: They aren't making the company an attractive place to work on social media. Former Social Media Director for SHRM, Curtis Midkiff Jr., stated at the 2016 PHRA Annual Conference Keynote: "It is YOUR responsibility to tell your company story. If you don't, someone else will."

WHAT YOU CAN DO ABOUT IT: There is nothing candidates love more than getting the inside scoop on their favorite brands, companies, and businesses.

1. Take full advantage of behind the scenes photos that capture company culture:
   - In-house celebrations
   - Finishing a big project
   - Employee promotions
   - Team outings
   - Lunch & Learns

FAIL #5: They aren't actively finding new candidates on social media. According to TalentLyft.com, there is a minimum of 10+ touchpoints with candidates before they even decide to apply. Candidates should be treated like potential customers.

WHAT YOU CAN DO ABOUT IT: Use LinkedIn! Out of all the social media networks, LinkedIn is of course the best one for recruiting. Nearly everyone with an established career has a profile on the "World's Largest Professional Network." You can use the site to attract active candidates and connect with passive ones.

1. **Fully complete your brand page.** A completed company page shows up in LinkedIn search results and gives you the opportunity to showcase your company culture. Job searchers will find the page, see your openings, and learn everything they need to know about your organization.
2. **Use filters to find the right candidates**. Since there are so many people on LinkedIn, recruiters can use filters to find potential candidates. For example, you can search by location, current and past company, years of experience, and many other factors that help you zero-in on candidates who check all the boxes.
3. **Reach out with a personal touch**. Experienced and talented people hear from a lot of recruiters on LinkedIn. Don't copy and paste the same message to everyone you try to connect with. Instead, mention what about the candidate caught your attention and makes you think they would be a good fit for your company.

Why should all this matter to YOU? These tactics are exactly why recruiting via social media is growing with 84% of organizations using it currently and 9% planning to use it. Think of it this way: Picking a job is like buying a house. It is a very important decision. When you attract a candidate, you should incorporate the social media tactics that good sales and marketing professionals use to "get the sale" to help you find the perfect candidate in less time. Work smart. Not hard.

For more valuable information, download our complimentary whitepaper: Six Ways to Personalize Your Pitch with Social Selling

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5 PRACTICAL TIPS TO IMPROVE YOUR HR INVESTIGATIONS

By: Mariah L. Passarelli, Esquire | Buchanan, Ingersoll & Rooney, PC

Investigations are a part of life for human resources professionals, no matter the size of the company or the nature of the business. Where a potentially unlawful event or condition is being investigated, the investigation itself takes on a greater significance. In those instances, the difference between the company being in a strong, defensible, legal position, versus being in a precarious one, might boil down to whether and how the investigation was conducted. Here are five (5) practical tips to guide you in conducting these important investigations:

Tip 1: Understand your objective

What am I investigating? Although it is a straightforward question, considering the actual objective of the investigation is a first step that many investigators skip. This tip is about issue spotting (and understanding). Before beginning an investigation, consider: (1) what are the potential legal implications of the event/condition being investigated; (2) what are the potential work rules or company policies that may come into play here; and (3) what do all of these laws, work rules and/or policies require? Avoid relying on your memory of a particular law/rule/policy – you may be forgetting a key aspect and/or there may have been a recent change. After you have examined the nature of the investigation in this manner, make a note for yourself of your objective(s).

Tip 2: Plan your approach

The next step, that is also often skipped, is to create a plan for the course of the investigation. Among your considerations in planning the investigation you should include: (1) who should I interview; (2) in what order should I interview them (3) who will be present with me for the interviews; and (4) where will the interviews take place? Investigations that follow a more deliberate, methodical plan are often more thorough and productive.

For investigations related to a complaint by one employee regarding the conduct of another employee, be sure to conduct an in-depth interview of the complainant first. This will ensure that you fully understand the allegations before beginning to question others. Frequently, the next logical person to interview is the accused person. After interviewing the complainant and the accused person, you will have a balanced understanding of both perspectives and can then begin interviewing other witnesses. Move through the remaining witnesses in concentric circles, beginning with the witnesses with the most direct knowledge of the alleged event. Similarly, for investigations related to an event or condition where there is no complainant, begin with interviews of the witnesses who have the most direct knowledge.

Having a second management-level person with you during interviews is critical for two reasons. First, it is difficult to be an active listener and take thorough notes at the same time. By having two people present during the interview – with one person primarily responsible for taking notes and the other primarily responsible for asking questions – you can improve the substance of the interview (and your documentation thereof). Second, having a second management-level employee present is helpful in the event that a witness later disputes the investigator's account of what that witness said during his/her interview.

Finally, you should thoughtfully select a location for the interviews that is private, but where the witnesses will not feel confined. Conducting interviews in public spaces and/or very small spaces often makes witnesses feel uncomfortable and their lack of comfort can translate into a lack of candor.

Tip 3: Have a thoughtful interview strategy

You can enhance the success of interviews, as well as the legal defensibility of the investigation, by planning and documenting a defined interview strategy. After determining the identity and order of witnesses, refer to your notes on the investigation's objectives and draft (at a minimum) an outline of the topics you will cover with each interviewee. Some investigators may find it helpful to go one step further by drafting a list of interview questions for each witness. Either approach is better than having no documented plan – but you must take care to be an active listener, following the witness where he/she leads you, rather than merely checking off a list of questions. Where investigators have no written outline/questions, they are susceptible to allowing a rambling, hostile, or non-responsive witness run the interview off track.

When investigating an employee complaint, it often makes sense to begin by drafting an outline/questions for the complainant's interview only. After learning the full breadth of the allegations from the complainant, you can then draft the outline/questions for the accused person's interview, etc. Witnesses that have the same degree of relation to the complaint – for instance, where two employees are alleged to have witnessed an event – should have identical outlines/questions. This helps to rebut any accusation that the investigation was biased and/or that the investigator discriminated against a particular class of individuals.

Prepare the witness outline/questions using a "funnel approach." This means, to start with broad, general (usually non-offensive) questions and to end the interview with more pointed, narrow questions. For example, if you are investigating an allegation of race discrimination and begin the accused person's interview by asking whether she made inappropriate racial remarks, the answer is likely to be "no," essentially ending the interview. However, if you begin with broader questions about how long she has worked with the complainant, whether the two of them get along, etc., you may discover helpful information, before moving to the questions about the allegations themselves.

Tip 4: Document, document, document!

A poorly documented investigation is, essentially, an investigation that didn't happen. Poor documentation can take many forms, including where an investigator fails to take notes during witness interviews or takes notes that no one else can understand. There are many practical steps that an investigator can take to avoid these pitfalls. Write a list of the witnesses you planned to interview. For each witness where the interview occurred, write down the date of the interview. For any witnesses that you intended to, but ultimately did not interview, make a record of the efforts you made to conduct the interview and/or why the interview did not occur.

Make clear notes of each witness' interview. If your handwriting is not legible, type your notes. Each set of notes should include: the name and job title of the witness; the date of the interview; the start/stop times for the interview; the names and job titles of all the people present in the interview. In your interview notes, also avoid using undefined acronyms and abbreviations, as well as individuals identified only by first names or nick names.

Finally, after the interviews have ended, create an Investigation Report. This report should include a summary of each witness's testimony, a description of any physical evidence (such as text messages, emails, video surveillance) that you considered, your analysis of the facts, and your conclusion. Where the investigator is responsible for making a recommendation regarding discipline, this should also be included in the report. It is critically important that you avoid making legal conclusions in your Report. The risk associated with making legal conclusions is best illustrated by an example:

Mary accuses her supervisor, Phil, of creating a sexually hostile work environment by making a series of inappropriate remarks. After conducting an investigation, you conclude that Mary's claims against Phil are founded.

In recording this conclusion, you should recount the allegations you believe are true by stating "I believe it is more likely than not that Phil made the following sexually inappropriate remarks to Mary…" You would not, however, want to state, "I believe that Phil created a sexually hostile work environment for Mary," because "hostile work environment" is a legally-defined term and, by recording this type of legal conclusion in your report, you would prevent (or at least significantly hamper) the company's ability to later defend a hostile work environment claim by Mary in litigation.

Tip 5: Maintain a filing system

Investigations are often stored only in the personnel file of the related employee(s) or in a file kept by the investigator. The pitfall in these methods is that, when similar allegations are made by different employees, the investigator cannot easily compare the outcome of prior investigations. To avoid the appearance of discrimination in discipline, similarly situated individuals determined to have engaged in the same rules/policy violations should receive the same discipline. By maintaining an investigation filing system that is searchable by topic, you can easily review prior outcomes with an eye towards consistency. The easiest way to do this, without overhauling the way your company keeps records, is to maintain a master investigation list document, in a searchable format (for instance, Word or Excel), that identifies the names of the employees involved, the type of allegation investigated, and the location of the investigation file itself. When another "ADA investigation" needs to be conducted, you can search the list for "ADA investigation" and locate the comparators to review previous disciplinary sanctions.

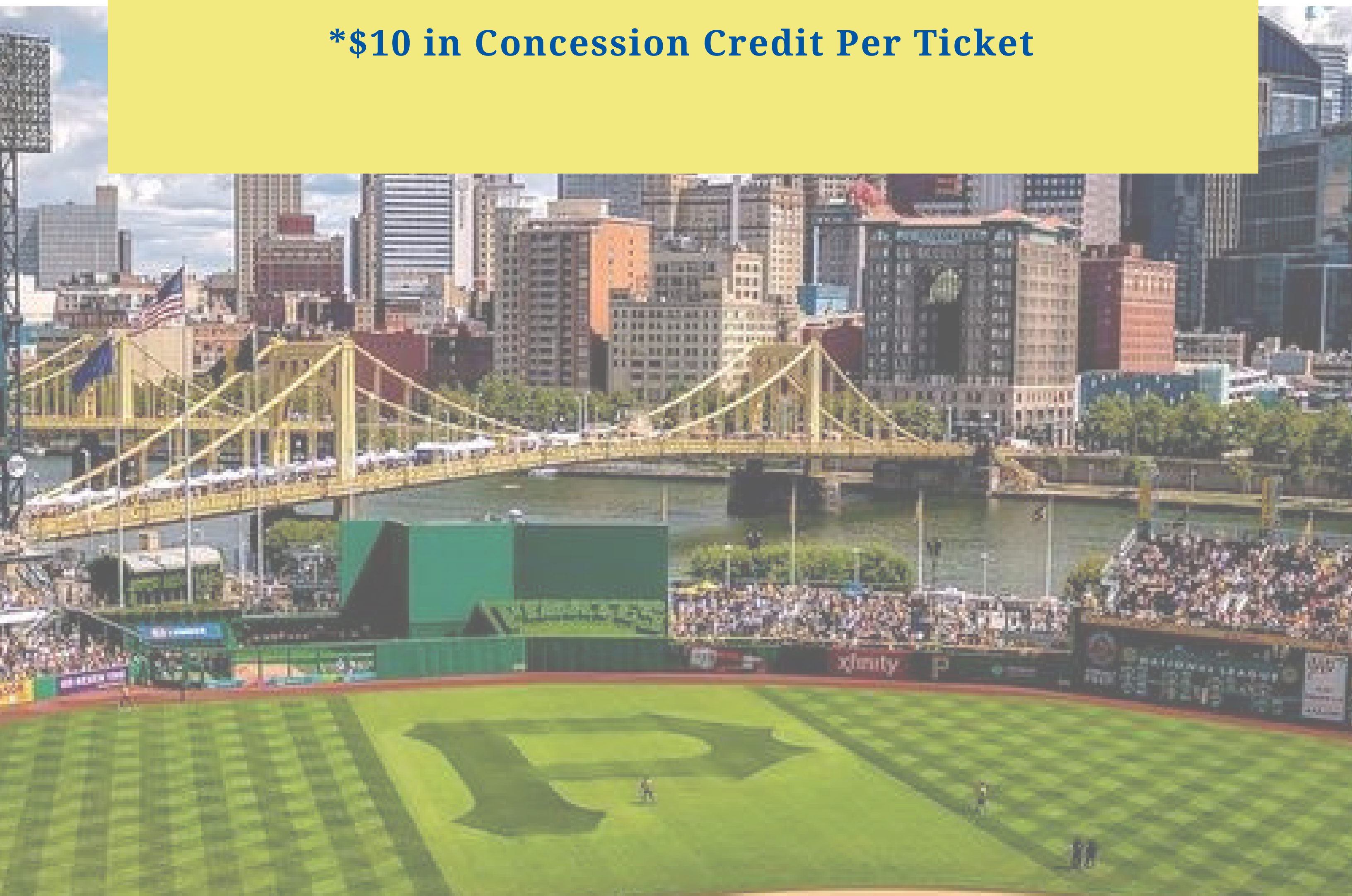
PHRA's Night at PNC Park

Thursday, July 12th

Milwaukee Brewers vs. Pittsburgh Pirates
6:05 PM PHRA Meet-up at the Skull Bar
Section 103 Rows AA-CC

$39 PHRA Members & Non-Members

***$10 in Concession Credit Per Ticket**



RECRUITERS ARE……WHY MOST CANDIDATES HATE RECRUITERS

By Ron Kubitz, Director of HR & Recruiting, Forms+Surfaces

If you do a Google search entitled "recruiters are" …. your top choices are:
USELESS SCUM A WASTE OF TIME AWFUL SALESPEOPLE

Sadly, it is no secret that many recruiters (whether agency or corporate) can have a bad reputation and can be generally one of the most disliked groups in the employment world. The fact of the matter is that deserved or not, recruiters are the vocational equivalent of Rodney Dangerfield and get no respect.

Having spent 25+ years in some sort of a recruiting capacity, this has taken a toll on me both professionally and personally. Once I shut off my game face for the day, I prefer as little people interaction as possible and must feel the wrath of my wife as I never wish to answer the burning question of "how was your day"?

So, why is it that people do not like recruiters? I think the main reason is that candidates are "on to our game". They can see past our words and conclude that our real intention is not to satisfy them. Candidates feel that they are at the bottom rung of our priority ladder behind our employers/agencies and hiring managers/clients. It is with these groups that we tend to focus much of our energy, thus leaving the bare minimum of time for our candidates (who we feel do not pay us but, in fact, they actually do). Candidates are pushed to the bottom of the pile even though without them we cannot satisfy the needs of our employers, managers and possibly wallets. Recruiters need to remember what they were taught long ago: **candidates are every company's greatest asset**.

There is an old ancient Chinese philosophy (not really) out there that goes like this:

"Why are there more attorney jokes than recruiter jokes?"
"Because everybody who contacts them (attorneys) at least hears back from them!"

Recruiters often fall head-over-heels in love with candidates on those first couple of calls, only to then have weeks or more pass never to contact that candidate again. Sadly, this sounds a bit like my high school dating life and from this I have learned that candidates have a right to know when (and possibly why) they are rejected. There had to be a reason why they went from being close to a possible hire to now being a benchwarmer. There is nothing worse than leaving them in a lurch entirely once you decide to proceed with another candidate in the process.

Another reason for candidate hatred of recruiters is what I like to call "The Lying Game". They think we lie and we think they lie and it conjures up images of politics. As a recruiter, how many times have you heard the following uttered by candidates, only for the statements to turn out not to be true?:

"No, I am not on drugs and I can pass a background check no problem."
"I have enough college credits for my degree but I just did not graduate."
"It was a mutual decision why I left my last job."
"Yes, I can do this and have done that…"

How do you, as a recruiter, feel when you hear these lines? Well turning things around how do you think a candidate feels when they hear us say the following?

"The hiring manager hasn't gotten back to me yet."
"We have decided to go in a different direction."
"We really liked you but…"
"Send me your resume and I will get back to you in 24 hours."
"Salary depends on experience; there is no real set amount."

I could go on and on, but the point is that the candidate/recruiter game there is a basic mistrust on both ends. Honesty, of course, is the best policy and we as recruiters need to work harder, be truthful and try to get the relationship on positive footing. Practice what you preach to your candidates, always honor any commitments, and never promise something that you cannot deliver. So, when a candidate does need to be rejected be as honest as possible trying to give them a learning moment that they can use going forward.

Finally, there are many surveys out there trying to pinpoint why candidates dislike recruiters so much. Besides what I have already discussed, other reasons commonly mentioned are:

1. We do not return their phone calls or e-mails.
2. They feel that recruiters either are not truthful as relating to advertised roles or do not have all of the details in regard to said roles. They feel that they can waste countless hours of time before only learning the job was not as described and one that was not the right fit after all.
3. Slow or no feedback whether good or bad.
4. Many candidates feel that we change their resumes without permission, set up fake interviews only to cancel them with short notice, and do not follow through on promises that we make.

It is easy to see why the candidate/recruiter dynamic can be doomed from the start if we do not take measures to combat these preconceived biases from day one of our relationship. It is imperative for the relationship to work that both sides must lay out expectations from the start and strive to live up to those expectations. Honesty must prevail and promises must be kept on both sides in order for the relationship to work. Recruiters must guide the candidates through each step of the process and must offer concise and timely feedback whether positive or negative.

Accountability is the key in any relationship. If both sides hold themselves accountable then the experience will improve for both parties, satisfaction levels will rise, and more successful placements will take place. Most importantly, if both sides work hard to improve the overall job-seeking experience we will never have a need to write or read articles such as this again.

Happy Hunting and let common sense rule!

PAY EQUITY: RECENT LEGAL TRENDS

By: Tiffany A. Jenca, Esquire | Buchanan Ingersoll & Rooney PC

Pay equity continues to be a hot topic in 2018, and employers in Pittsburgh and around the country are making changes in light of recent legal trends. There's no dispute that the matter of equal pay is popping up in all areas of the law – from federal court decisions to administrative pronouncements and local ordinances. By way of example:

- **The United States Department of Labor reports that women earn less than men in a comparison of full-time, year-round (FTYR) workers**. According to its Issue Brief on "Women's Earnings and the Wage Gap,"[1] which evaluated the most recent census data, the "gender earnings ratio" (or women's earnings as a percentage of men's) was 79.6% in 2015. The DOL further reported that median annual earnings for FTYR women stood at $40,742, compared to $51,212 for FTYR men.
- **Pay equity is among the EEOC's major priorities for fiscal years 2017-2021**. Though the new EEO-1 updates that would require employers to report on pay data were suspended by the Office of Management and Budget in late 2017, the Equal Employment Opportunity Commission (EEOC) identified equal pay as a priority for fiscal years 2017-2021. According to the EEOC's Strategic Enforcement Plan for that period, the EEOC will focus on "compensation systems and practices that discriminate based on sex under the Equal Pay Act and Title VII," as well as systems and policies that "discriminate based on any protected basis" – such as race, ethnicity, age or disability – under any of the federal anti-discrimination statutes.
- **New state and local laws regulate how, if at all, employers can use prior salary information**. In an effort to avoid perpetuating the gender wage gap, many states and localities have passed laws limiting how employers can use prior salary information. Some laws (like those in California, Delaware, Massachusetts, New York City, Oregon and Puerto Rico) extend to private sector employers while others (like those in Pittsburgh and New Orleans) apply only to public employers. As a practical matter, these laws often prohibit employers from requesting prior salary information and/or relying on prior salary information they've already obtained. By way of example, the City of Pittsburgh, its divisions, departments, agencies and offices are prohibited from: (a) inquiring about an applicant's wage history; (b) requiring disclosure of wage history; (c) conditioning employment or consideration for an interview on disclosure of wage history; (d) retaliating against an applicant for failing to comply with a wage history inquiry; or (e) relying on wage history received from any current or former employer in determining wages, unless the individual knowingly and willingly discloses the information. At the other end of the spectrum, a few states (Michigan and Wisconsin) have banned the ban – which is to say that they've passed legislation prohibiting local governments from passing laws regulating the use of salary history.
- **The Ninth Circuit's recent decision in *Rizo v. Yovino*[2] limits how employers operating in Alaska, Arizona, California, Hawaii, Idaho, Montana, Nevada, Oregon and Washington use salary information.** On April 9, 2018, the United States Court of Appeals for the Ninth Circuit unanimously held that prior salary – whether alone or in combination with other factors – cannot justify a wage differential under the federal Equal Pay Act. This new opinion is contrary to the Ninth Circuit's panel decision in the same case last year and overrules a long-standing precedent on this issue. It also creates a split between the circuit courts, which invites the Supreme Court to settle the issue.

[1] https://www.dol.gov/wb/resources/Womens_Earnings_and_the_Wage_Gap_17.pdf

[2] 2018 U.S. App. LEXIS 8882 (9th Cir. April 9, 2018)

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Lunch Only: $50 PHRA Member | $70 NonMember

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UTILIZING PEER-COACHING GROUPS IN ORGANIZATIONS

By Dr. Peter Gabriel

Organizations indicate that development of the next generation of leaders is a challenge. With the eminent retirement of the baby boomers, employers aspire to develop employees who are ready to replace them.

High potential employees have mastered technical skills and processes but, oftentimes, lack the requisite leadership skills to take the next step. Peer-coaching groups are a cost-effective way to promulgate a coaching culture throughout an organization. Technology companies like Microsoft operate between 60 to 90 peer-coaching groups at any given time during a year.

What are Peer-Coaching Groups?

A peer group is a cadre of four to five employees that share a common interest such as working for the same organization, but do not share a common goal. Peer-coaching groups meet on a regular basis to coach each other on priorities at work. Examples are challenges such as dealing with a difficult coworker, motivating their teams and managing work/life balance. Members gain new insights and perspectives into challenges at work and develop their coaching skills.

Peer-coaching groups typically contain three roles (a) peers, (b) facilitator and (c) timekeeper. Peers are ideally employees who work in different departments or job functions to enable diversity of thought. The facilitator guides the meeting and the timekeeper keeps the peer group on schedule. The peer group rotates the facilitator and timekeeper roles for each meeting.

Peer-coaching group programs begin with a training on the principles of coaching and the roles of facilitator and timekeeper. A professional coach, certified through the International Coach Federation, can assist with the fundamentals of coaching. Some organizations supplement peer-coaching groups with leadership development training.

After the principles of coaching training, the peer group establishes a monthly session at which each member is assigned time to present their priority and receive coaching from the peer group. Each member gets equal time to talk about their priority.

What are the Organizational Benefits of Peer-Coaching Groups?

Some of the benefits organizations realize are:

- Growth and development of employees.
- Solid approach towards creating an organizational coaching culture.
- Real time feedback & help for specific needs.
- Ease of scale in organizations.
- Minimal cost to implement.

How are Peer-Coaching Groups different from Team Coaching?

To reiterate, peer-coaching groups are employees working for the same company with a common interest. Team coaching, in comparison, involves employees who are aligned toward a common goal such as a team tasked with building new computer software. A team works together on a collective product with interdependencies/interconnectedness.

How do I determine if Peer-Coaching Groups are a fit for my Organization?

The majority of organizations would benefit by utilizing peer-coaching groups. However, organizations with a pool of knowledge workers with the ability to effectively listen, think independently, and reflect are ideal. Organizational leaders should assess their workforces for these attributes and weigh the benefits of peer-coaching groups against their current practices to determine if such groups are a fit for their organizations.

About the author: Dr. Peter Gabriel is an Associate Certified Coach through the International Coach Federation (ICF), the incoming President Elect for ICF Pittsburgh, and a graduate of Duquesne University's Professional Coach Certification Program. Dr. Gabriel is a partner for Key Leadership's Pittsburgh office, which offers executive/leadership coaching, and leadership/team development programs for organizations. He holds a Doctorate in Leadership from Creighton University.

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Sonia Layne-Gartside
SoniaGartside.com

Diane Lazarowicz
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Chiajung lin
Robert Morris University, School of Business

Michael Lofton
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Ricoh, USA Inc.

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Cynthia Wells

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Republic of Turkey Social Security Institution

2018 EVENTS

The Pittsburgh Human Resources Association offers many valuable networking and education programs throughout the year. Keep an eye on the PHRA online event calendar for a complete and up-to-date listing of all programs. Register for an upcoming event today!

To learn more and register for PHRA events

Click Here

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May 23 | Network
Speed Networking Event

May 30 | Connect
The PHRA Experience Webinar: Making the Most of Your Membership

June 8 | Signature Event
Annual Golf & Bocce Outing
Montour Heights Country Club

June 19 | Learn
Workplace Highs and Lows-Medical Marijuana in Pennsylvania and the Husbandry of the ADA & FMLA
PHRA Training Center
HRCI & SHRM Credits

June 20 | Network
Member Appreciation Breakfast
Panera McCandless Crossing

July 12 | Network
Meet Your PHRA Colleagues Networking Event

July 17 | Learn
Managing Strategic Change
PHRA Training Center
HRCI & SHRM Credits
SPHR CREDITS

July 20 | Network
Member Appreciation Breakfast
Mt. Lebanon

August 21 | Learn
Workplace Diversity & Inclusion for HR Professionals
PHRA Training Center
HRCI & SHRM Credits

August 22 | Learn
Senior Engagement Initiative with Joelle Emerson

August 24 | Network
Member Appreciation Breakfast
North Fayette

August 27 | Get Certified
Fall SHRM Certification Prep Course Begins

Sept 28-30 | Get Certified
3-Day Intensive Certification Prep Course

October 9-10 | Learn
PHRA Annual Conference & Exhibition

October 9 | Network
Meet Your PHRA Colleagues Networking Event

October 16 | Learn
Employee Viability Equals Employer Viability: Addressing Employer Vulnerabilities and Key Strategies

November 7 | Network
Stations to Success Student Event

November 30 | Learn
Employment Law Conference

December 6 | Network
Holiday Party

PHRA

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