PERSPECTIVES

PHRA PITTSBURGH HUMAN RESOURCES ASSOCIATION

JULY 2015

PHRA PITTSBURGH HUMAN RESOURCES ASSOCIATION | 100 YEARS

1915 - 2015

INSPIRE, INFLUENCE AND INNOVATE...THE NEXT CENTURY AND BEYOND!

2015 PHRA ANNUAL CONFERENCE & EXHIBITION

Early Registration Rates End July 15th!!!

APPROVED: 10 HRCI Re-certification Credits & 8 Business Re-certification Credits
APPROVED: 10 Re-certification Credits towards the SHRM CP & SCP

Inspire, Influence & Innovate... The Next Century and Beyond!

SEPTEMBER 30 - OCTOBER 1, 2015
DoubleTree by Hilton - Green Tree • 500 Mansfield Ave., Pittsburgh

Opening Keynotes, Andrew Morton, Director of Social Engagement at SHRM, and Carolyn B. McKinney, Vice President, Human Resources at Peoples Natural Gas, will offer fresh perspectives that can help shift your perspectives and deepen your understanding of leadership, motivation, and success.

Our closing keynote, Aafke Loney, President and Co-Founder of Business & Education Connected LLC, will tie all of your conference learnings together.

Thank you to our sponsors: Arthur J Gallagher & Co.; Automated Card Systems; BPU Investment Management, Inc.; CCBC; Choice1; Cornerstone OnDemand; Corporate Compensation Partners, LLC; Henderson Brothers Insurance; Justifacts Credential Verification, Inc.; NFM Group; NOVA Chemicals Inc.; Paycor; Post-Gazette | Monster; Right Management; Sentric; Single Source Benefits; TJS Insurance; Trib Total Media | Monster; Ultimate Software and Vision Benefits of America.

TOP FIVE REASONS WHY YOU SHOULD ATTEND

1. FRESH PERSPECTIVES - Our speakers will offer fresh perspectives and inspiring stories that can help shift your perspectives and deepen your understanding of leadership, motivation, and success. You'll hear from business leaders, HR practitioners, consultants, and academicians that will provide insights that can change how you do your work and how you see the world of human resources.

2. COMPREHENSIVE LEARNING - Over 20 concurrent sessions provide a complete education for HR professionals at every stage of their career. You'll be able to choose from a broad range of topics so you can customize the learning you need. Concentrate on solutions designed to help your organization become more compliant; delve into the cutting-edge trends that will impact your workplace in the next few years; build a strategic talent management plan to increase engagement and retention. Whatever you need, our conference will have something for you.

3. EXTRAORDINARY NETWORKING - Networking opportunities with your peers and colleagues from across your organization and around the region. From our vast Exposition Hall, to our networking social, there are ample opportunities for you to meet HR professionals who share your goals and your challenges.

4. ENDLESS SOLUTIONS - The region's largest HR marketplace, the PHRA Exposition, gives you access to solution-providers in over 40 industries.

5. CERTIFICATION - This year's conference will provide re-certification options for the PHR/SPHR and the new SHRM CP/SCP.

SHRM EXCEL AWARD GOLD CHAPTER

AFFILIATE OF SHRM

Dear PHRA Members...

I am writing to inform you that our current PHRA President, Mike Toney, SPHR | SHRM-SCP, is out indefinitely on personal leave. Jeff Dressler, PHRA's Treasurer, will be the interim President until December 31, 2015.

First, I would like to take this opportunity to thank Mike for his hard work and commitment in building a strong and prosperous association. His tireless efforts have educated and empowered HR and business professionals at all levels.

Second, I would like to introduce Jeff to our membership as the PHRA Interim President and personally welcome him to his new role. At the May 21st, 2015 Board of Director's meeting, Jeff's term as the PHRA Interim President officially commenced. He will serve this position through December 31, 2015.

Before serving on the Executive Committee, Jeff began as a volunteer committee member and quickly became elected, by the members, to serve as a Board member. Jeff has successfully led various initiatives for our association while exhibiting a strong balance of leadership, analytical skills, and business acumen.

Please join me in welcoming Jeff Dressler as the PHRA Interim President.

Elizabeth Lamping, Executive Director

NEW MEMBERS

Jennifer Alman............................Adecco
Thomas Baughman..............Holy Family Institute
Tammy Bennett, PHR..................Modern Transportation
Karen Bergman.......PPG Industries, Inc.
Joseph Bongiovi...............Michael Baker Corporation
Lisa Caldwell
George Ciganik.....................Bayer Corp.
Andrea Clark Smith.......................UPMC
Nicola Coohill......Construction Junction
Tiffany Cummings
Richard Darbut
Kyle Donahue
Lindsay Dougherty, PHR
Janice Duckworth
Lara Eury
April Flanigan
David Giotto.....................Anchor Drilling Fluids USA
Selenna Gregg, PHR......Duquesne Light
Jena Gutshall, PHR, SHRM-CP, Other SoftWriters
Deborah Hatchell, SPHR, SHRM-SCP..... Velox LLC
Stephanie Hobson
Mike Howard.....Salem Media Pittsburgh
John Huffman, PHR.......Duquesne Light Company
Charmelle Jackson..........The Pittsburgh Foundation
Nancy Joiner......Keystone Consultants, Inc"
Cathleen Jordan..........FedEx SmartPost
Deana Keenan......................PNC Bank
Cori Lighty
Ashley Lokey, PHR, SHRM-CP, Other...... Deloitte Services
Ashley Lott........................Pier 1 Imports
Anna Lufi, SPHR, SHRM-SCP..........PwC
Lora McKnight............Vibrant Pittsburgh
Justin Moka
Kathleen Morrow............InVision Human Services
Jodi Muchow.................Allied Horizontal Wireline Services LLC
Tarrah Myers, SPHR, SHRM-SCP............ ProMinent Fluid Controls
Tamara Oliver...........................Hornfeck Engineering, Inc.
Jamie Olson...........GAI Consultants, Inc.
Timothy O'Neal, PHR, SHRM-CP.....Aqua Transfer & Oilfield Solutions
Allison Parshall, SHRM-CP........SEI/CMU
Tammy Pettinato.......University of North Dakota School of Law
Robin Pierce................Lumos Networks
Darlene Powell...........................Invictus Leadership Group
Amanda Prestwood, PHR, SHRM-CP...... Carmeuse Lime & Stone
Heather Puhalla, CCP..SAE International
Moriah Rakas............Student - Chatham University
Emily Ramer....PA Cyber Charter School
Maria Ramunno
Lauren Reed......................Schell Games
Kelly Rezak
Jean Riley, SPHR, SHRM-SCP.......Stella-Jones Corporation
Kathryn Rovegno, PHR, SHRM-CP.......... Nemacolin Woodlands Resort
Arlisa Scott
Joseph Shapaka................Ross Staffing Solutions
Gregory Shughart
Jeremy Siard...............WIS International
Stacy Siegal.................................Rue 21
Molly Slepecki Sky Climber
Katie Stewart, PHR...........................ERT
Milissa Taylor
Ronda Tayon.....................Department of Personnel and Civil Service Commission
Amanda Thompson......Forms+Surfaces
Thomas Virostek............Q3 Capital, LLC
Christine M. Vogel...........Hussey Copper
Jennifer Waldo
Rebecca Walter.................................AIO
Dana Whatley Smith.............BNY Mellon
Jennifer Williams.................Compliance Staffing Agency
Daniela Witte, PHR.....Housing Authority of the City of Pittsburgh
Kaley Wood, PHR.............Washington & Jefferson College
Ken Wunschel...............................EDMC
Brandon Zimmerman, PHR, SHRM-CP......................CVS Health

PHRA

The Premier Human Resources Association In The Region

Perspectives is the official publication of the Pittsburgh Human Resources Association and is published bimonthly by the Editor. Articles for inclusion, inquires or comments can be mailed to Jay Lear, Editor, c/o One Gateway Center, 420 Fort Duquesne Blvd, Suite 1852, Pgh, PA 15222 or communications@pittsburghhra.org. For advertising inquiries call 724-787-8718. Any documents submitted become the property of PHRA.

www.pittsburghhra.org
412-261-5537 • 412-261-0773 (fax)

NEW FAQS PROVIDE ADDITIONAL GUIDANCE ON REVENTIVE SERVICES

On May 11, 2015, the Departments of Labor, Health and Human Services, and Treasury released seven FAQs focused on the coverage of preventive services. The FAQs include guidance on the coverage of genetic testing for breast cancer, contraceptive coverage, sex-specific preventive services, women's preventive services for dependent children, and anesthesia during colonoscopies.

The Patient Protection and Affordable Care Act (PPACA) requires non-grandfathered group health plans to provide coverage for preventive services without cost sharing to participants. Preventive services include the following:

• Evidenced-based items or services that have in effect a rating of "A" or "B" in the current recommendations of the United States Preventive Services Task Force (USPSTF) with respect to the individual involved, except for the recommendations of the USPSTF regarding breast cancer screening, mammography, and prevention issued in or around November 2009;

• Immunizations for routine use in children, adolescents, and adults that have in effect a recommendation from the Advisory Committee on Immunization Practices (ACIP) of the Centers for Disease Control and Prevention (CDC) with respect to the individual involved;

• With respect to infants, children, and adolescents, evidence-informed preventive care and screenings provided for in comprehensive guidelines supported by the Health Resources and Services Administration (HRSA) and

• With respect to women, evidence-informed preventive care and screening provided for in comprehensive guidelines supported by HRSA, to the extent not included in certain recommendations of the USPSTF.

Coverage of BRCA Testing

The USPSTF recommends that a woman's family history be screened for an increased risk of having the breast cancer susceptibility genes (BRCA1 and BRCA 2) where the woman has family members with breast, ovarian, tubal, or peritoneal cancer. There was some confusion regarding whether a woman with a personal history of non-BRCA-related breast cancer or ovarian cancer diagnosis is also subject to the requirement to have a screening performed without cost sharing.

An FAQ provides that a woman who has not been diagnosed with BRCA-related breast cancer, but who has family members with breast, ovarian, tubal, or peritoneal cancer, should be screened for BRCA1 and BRCA2 genes. Those with a positive screening should be provided with recommended genetic counseling and BRCA genetic testing without cost sharing. Moreover, the USPSTF recommendation applies to women who were diagnosed with non-BRCA-related cancer, regardless of whether they are currently asymptomatic or cancer free, if an indication exists that screening, genetic testing, and genetic counseling would be appropriate.

FDA-Approved Contraceptives

The recently released FAQs expand on the previous guidance permitting the use of reasonable medical management techniques to control costs in order to provide greater clarity regarding to the scope of coverage that is required by the contraceptive mandate. The Departments were concerned that the previous guidance might be read as not requiring coverage without cost sharing of at least one form of contraception in each method identified by the FDA, which is addressed by this guidance.

The Departments emphasize that a plan or issuer must provide coverage without cost sharing for at least one form of contraception in each of the

continued on page 9

THE DEFINITIVE GUIDE TO HR COMMUNICATION:
ENGAGING EMPLOYEES IN BENEFITS, PAY AND PERFORMANCE.
ALISON DAVIS AND JANE SHANNON. NEW JERSEY: FT PRESS, 2011. 295 PP.

Need to deliver news about restructuring? Tell employees about upcoming benefit changes? Revamp your new employee orientation program?

Many HR professionals do not have the luxury of an HR communications specialist on staff. This means that HR professionals, who have varying degrees of comfort in planning and preparing communications, often have to do it ourselves. Or we partner with a communications specialist who has limited understanding of the HR-related subject matter.

This book is a resource that can assist both HR and communications professionals to deliver information effectively. Written by two authors with decades of experience, their expertise is apparent in this comprehensive treatment of an essential aspect of HR.

Divided into two parts, "Taking a New Approach" covers principles and practices applicable to employee communications generally. "Communicating in Key Situations" addresses common issues and problems including policies and handbooks, orientation, pay, benefits, performance management and workforce reductions.

The authors write in a simple and direct style, consistent with their direction to the reader on how to do employee communication. Short sentences, bullet points, bolded text and checklists at the end of each chapter make the book easy to read from beginning to end. To save time or meet an immediate need, the reader can also zero-in on a specific subject, like retirement savings, using the table of contents or index.

Their core message is that employees are to be treated as customers, and the foundation of effective communications is an understanding of workforce demographics. Knowing your employees requires research and is then followed by the creation of a plan. They provide a simple structure for organizing a communications plan, adopted from the International Association of Business Communicators (IABC).

The range of potential tools is presented with advice on when and when not to use each one, including tips on how to maximize impact.

Executives and managers are recognized as a distinct audience. A chapter is devoted to meaningful meetings with recommendations on how to best equip managers to respond when employees come to them with questions.

They observe that if you want fast, high-quality and cheap, you can only have two of them. Other useful reminders include the well-researched conclusion that "People do not read"! They describe how to use visual cues and 'chunk' information for easy skimming and scanning.

A review of ways to measure effectiveness considering five possible dimensions closes out Part I.

Part II follows the employee life cycle beginning with recruitment and ends with leaving the company.

Sandwiched in between are chapters on orientation, policies, benefits, compensation, performance management and saving for retirement. Examples from companies like Google, John Deere, Smuckers, FedEx and Procter & Gamble enhance their how-to guidance for typical situations, including writing job descriptions, explaining open enrollment processes and orchestrating workforce reductions.

This book is a welcome addition to my bookshelf as a comprehensive guide to proactively addressing the challenges of HR communication. I recommend it.

Reviewed by
Rosanne C. Saunders, J.D., SPHR

RECRUITING & RETAINING MILLENNIALS

Why do Millennials make great postal workers? Because they like pushing the envelope! When I was growing up my parents always used to preach that "you are what you eat". Sadly as parents to Millennials we preach, "you are what you download".

Millennials are entering the workforce as quickly as boomers are retiring, and they have brought with them a set of ideals and skills that differ greatly from those of previous generations. When recruiting Millennials never mind the "swag" but think employer brand, career development and advancement, mentoring and transparency to name but a few ideals. With close to 40% of the current U.S. workforce already made up of Millennials and the number expected to rise to close to 50% by 2022 we in the HR/Talent Acquisition world must fine tune our recruiting and retention strategies to both recruit and retain the best and the brightest especially in the face of increased competition.

What is the difference between a boomer and a Millennial? A boomer grew up playing dress up while a Millennial grew up playing You Tube! I was at a conference a few months back and one of the presenters jokingly opened his session by saying that back in his younger days he used to open his presentations by asking if the audience had any questions. Now as he addresses mostly Millennial audiences he opens with "does anybody need to check their e-mails before we begin"?

Millennials present a new dilemma for employers who want to attract and retain the best folks possible but do not wish to compromise established company standards. A middle ground must be reached so that on the one hand we do not stubbornly stick to tradition and run the risk of repelling this generation of unique talents, but on the other hand do not accommodate their every sense of entitlement and risk a slippery slope that can lead to decreased productivity and profit as well as the alienation of other generations not so "spoiled".

HR professionals need to make an effort to understand where this generation is coming from and keep an open mind regarding future organizational policies, work/life balance and benefits. We may even choose to confront some change and make deliberate decisions that affect and benefit the entire company. To alleviate much of this slippery slope altogether we can simply hire the right people and make sure we have programs in place to retain them. This of course begins with the interview process where the recruiter clearly communicates the company's culture, expectations and potential while subsequently asking questions designed to screen work ethic and values.

When it comes to hiring Millennials of the recent grad variety I will go out on a limb and say that in todays hiring world "work ethic" and "potential" are more important than "college major" or "GPA". Give me a graduate with strong internship exposure and a 3.0 GPA over a grad with a much higher GPA but no relevant work or internship experience. Also when viewing those for entry level roles these traits of work ethic and potential should outweigh the typical mumbo jumbo job requirements that we have been using for decades.

In order to better judge these candidates a new generation of interview questions must be developed. It is time to rethink the tired old list of interview questions and incorporate new ones that speak directly to the Millennials' strengths and weaknesses. In so doing we become more successful at weeding out those who may not mesh with our culture and gain insight to valuable qualities that can be contributed by these potential new hires and can be stressed as they enter our workforce and be used to retain them for years to come.

It is well documented that Millennials crave opportunity and growth, desire to make a difference and appreciate strong mentorship. It would then be wise for us as HR professionals to gear some questions in this direction.So instead of asking a Millennial where they see themselves in five years ask instead…

After you are hired, how will you advance from this role to the one just above it? More specifically what traits do you possess and what qualities are necessary to make the next move up within our organization? Or you may simply ask them what they expect to get from this job?

Instead of asking a candidate what they like to do in their spare time ask them whether they prefer doing activities solo, with 1-2 friends or in larger groups.

Ask them to give specific examples of dilemmas they have encountered and how they have gone about solving them. Ask them for specific forms of communications that they typically use under certain situations. Other questions can be:

"When you do an outstanding job how do you like to be rewarded"?

"Describe your ideal feedback scenario"?

"What do you look for in an ideal mentoring relationship'?

"Would you rather be an inventor or a leader"?

"Tell me about a time that you failed"?

"Give an example of a situation where you worked in a diverse group with different opinions"?

"Tell me about a time that you were passed up for an award or promotion that you felt you deserved"?

Of course I could have listed many more questions but the key takeaway is that times are changing and we need to adapt our hiring strategies to match. The smart interviewer will ask the strong questions and take copious notes reflecting the candidates answers so that these answers can be used as a guide to developing the proper onboarding strategy for this new hire as well as retention strategies and plateaus that are used to develop them into long term players within your organization.

It is of course common sense that Millennials will soon be occupying many senior roles within our organizations. It just makes sense that we should be grooming them for these roles in our organizations not for those within our competition. Millennials have high expectations for their workplace and will exit quickly if their needs are not met. They desire to feel important so we must give them the capability to make an immediate and long-lasting impact within our organizations. A strong employer brand is more important as ever as these Millennials have more information on competing companies, cultures and benefits than ever before.

Finally in order to recruit and retain the best and brightest of the Millennialgeneration always remember the importance of building a strong company brand, praising Millennials as necessary and allowing for a strong work-life balance. Remember that they crave mentorship and want work satisfaction with accompanying perks.

Hopefully by adhering to many of the above-mentioned strategies as well as devising some of your own the issue of hiring and retaining the best Millennial will become a non-issuefor your organization. One last nugget is to also make sure that even if you come across candidates now that you do not wish to hire make sure to respond to them and give them timely and honest feedback along the way. This may come back to pay dividends in the future as your paths may cross again or they may have solid referrals.

If you think the workplace is already complex, just wait a few years when a new generation is added to the mix. Remember however that in the long run, people are just people, and no matter the differences needs and motivations often transcend generations. So please remember that not only is "life what happens when you are busy making plans" it is also what happens "while you are busy looking at your smartphone".

By Ron Kubitz
Director, Recruiting & Human Resources—Forms+Surfaces

BUSINESS PROGRAMS AT LA ROCHE COLLEGE

Master of Science in Human Resources Management

- 36-credit program and HRCI-accredited courses
- Four concentrations and eight certificate options
- SHRM Learning System course preparing you for PHR or SPHR designation
- Professional Development Series offering certification credits

Master of Science in Accounting

- Prepares you to qualify for CPA exam and licensure within 18 months
- Six different start times throughout the academic year
- 30-credit program and convenient, eight-week courses

Evening and accelerated classes offered online and in-person. Tuition discounts available through a corporate partnership program.

Apply online at laroche.edu

graduateadmissions@laroche.edu
412-536-1260 | 800-838-4572
laroche.edu

La Roche
COLLEGE

Understanding Recognition

A mindset. An experience. A culture. How do you define recognition?

If the word "program" comes to mind, it's time to start thinking differently. Recognition today has no start or end date and it's moved way beyond the perfunctory handshake and pen-and-pencil set given after 25 years of service.

How do we define recognition for the 21st century?

IT'S A MINDSET. AN EXPERIENCE. A CULTURE. Understanding the multifaceted character of recognition is a vital first step toward integrating it into your organization — and enjoying its profound effect on your employees, customers and bottom line for years to come.

Think about it. Recognition is a mindset and anyone can develop it. It just takes thought and focus. As a manager, you first need to determine what's worthy of recognition at your organization. Ask yourself:

• Which behaviors should be recognized?

• How do these behaviors reflect and advance our company's mission and values?

• How can I communicate these behaviors to my team?

Communicate the why. Linking desired behaviors to your company's mission and values is vital to the development of a company-wide recognition mindset. When you share concrete reasons for recognizing an employee, you elevate its significance and eliminate any potential "popularity contest" perceptions. You want everyone to see how specific behaviors can have an impact on a larger scale and to really understand how they can make a difference. When this happens, your employees will set their minds to earning recognition for all the right reasons.

Make it a habit. The more often you recognize your employees, the quicker it will become second nature to you. Put the word "recognize" on your calendar every week and see how it becomes a natural part of your routine. When your days get busy, recognition can easily migrate to the back burner. A recognition mindset won't allow that to happen.

Recognition becomes an experience when it's...

• Specific • Timely • Sincere

Success is in the details. You've noticed a recognition-worthy behavior. Should you:

a. Deliver a vague compliment as you pass in the hallway?

b. Deliver a well-thought-out "thank you" that recognizes the specific behavior, explains its significance and praises the recipient's effort and talent?

Which scenario would you remember? Which would motivate you to repeat the behavior?

Recognition doesn't have to be formal. It doesn't have to take a lot of time. But the more specific it is, the more lasting — and rewarding — its effect is.

Look and listen. Recognition opportunities are everywhere but you need to keep your eyes and ears open. Be on the lookout for employees who might have:

• Come in early or stayed late to finish a big project, talk to a customer or help a teammate

• Volunteered for a project or covered for a coworker who was sick or overloaded

• Gone out of his/her way to boost morale or create a positive, inclusive work environment

• Went above and beyond in a long-term collaborative project

Seize the day. The most effective recognition is timely. Waiting to deliver well-deserved praise makes it seem insincere. No one wants to be treated as an afterthought. Communicate your approval immediately and you'll magnify its meaning.

Make it personal. A recent BI WORLDWIDE engagement study showed that employees who were "confident that their good work would be recognized "strongly agree that they will go to great lengths for customers. And those who had received "incredible" recognition in their job felt a strong obligation to "work as hard as I can for my company."

Good stuff, right? Consistent and incredible recognition lead to increased employee effort and customer satisfaction. You know what it means to be consistent. But what does "incredible" recognition really mean?

Big or small, recognition is incredible when it's personal.

As a manager, this means you need to do your homework. Learn the names and job functions of each team member. Even better, spend time learning firsthand about each individual's interests, strengths, challenges and aspirations. And if this isn't possible, make sure it's on the to-do list of all of your managers.

Yes, it takes time. Yes, it takes effort. Yes, it's worth it.

Words are powerful. And words that engage emotions on a persona llevel are exponentially powerful. Remember when you were a kid and you were praised by an adult for something you did? Maybe you shared your lunch or defended a friend or volunteered to do something no one else would do.

The personal recognition made you feel great. And it helped shape you into the person you are today — your values, your work ethic, your sense of self. Now think about how personal, individualized recognition can help shape your employees into their best selves. They gain confidence and pride. You gain valuable, competent, long-term associates.

A culture of recognition? Yep, we've got that. Done.

Not so fast. Building a culture of recognition is a process. Remember: no beginning and end dates. When the mindset of recognition has permeated your company, for management and employees alike, and when recognition experiences happen consistently and frequently — you're on your way.

Be creative. A culture of recognition needs to grow along with your goals and objectives. Keep it fresh by thinking about different behaviors, reasons and ways to recognize. Ask for feedback from everyone. In today's multigenerational workforce, the gathering of ideas is especially valuable. Meaningful recognition for a Baby Boomer will no doubt be quite different from meaningful recognition for a Millennial — and you need to know the difference.

Check it. Are the same people always being rewarded? A culture of recognition must be inclusive so be sure to consider the quiet, more introverted people behind the scenes. They may not be in positions that are highly visible to the rest of the organization but they still deserve to be recognized for their hard work.

Be consistent. Does the recognition level at your company move up and down? Don't let busyness or stress stand in the way of delivering well-deserved kudos. That's the time when recognition is needed most. Strive to recognize consistently throughout the year.

Cycle of success. In a culture of recognition, one good thing leads to another:

• Improved job satisfaction leads to increased employee engagement

• Increased employee engagement leads to increased retention of employees

• Increased retention leads to increased customer satisfaction. Increased customer satisfaction leads to increased productivity. Increased productivity leads to higher profits.

And that's not all. Word will get around. Your reputation as a great company to work for will grow and spread, allowing you to attract top talent for years to come — great recognition indeed.

Book Review

In the book, Managing The Mobile Workforce, Clemons and Kroth outline top executives' insights for strategies used to successfully build traditional and remote teams. The authors research is derived from multiple interviews with leaders of successful companies and revealed several themes that are useful to consider when managing your own employees.

Clemons and Kroth begin with the premise that in many industries a mobile workforce strategy is critical in order to attract the best talent and to compete in a global marketplace. Selecting, acquiring, motivating, enabling, and training top talent is imperative to success. The authors convey the need for organizations to build trust with their employees through open communication, transparency and a performance management system that sets clear expectations and uses measurable metrics to gauge results against goals.

The Mobile Workforce opens our eyes to the fact that most companies already have a mobile workforce, but don't realize this. They define a key characteristic of the mobile worker as one with disconnected communication with their co-workers, rather than a physical separation. An example used is the hospital doctor or nurse who roams the hospital corridors and patient rooms. They typically don't have a desk and cannot reliable be found in any one place at a given time but often need to come together in a crisis to perform work together. Clemons and Kroth consider this to be a remote workforce although the employees are technically co-located within the same building.

The authors report that adopting intuitive technology is essential to support a mobile workforce, but that technology by itself will not provide any long term competitive advantage. Companies can often buy the same hardware and softwareIt as their competitors. It is the strategic Human Resource function that is critical to effectively apply the technology to attract the right employees, on-board them into a supportive culture, manage their performance and continually engaging them with fresh programs.

Clemons and Kroth suggest a company evaluate if a mobile workforce is right for them by making sure the corporate goals are aligned with the purpose of having remote employees. Typical reasons for supporting remote workers include cost reduction, expansion of a sales territory to be closer to strategic customers, filling talent/skills gaps, and competing with competitors. It should not be considered if there is no business case for moving jobs to remote management or if it is not aligned with the culture of the business.

Managing The Mobile Workforce advises that the first step to building your remote talent pool is to look for jobs that can "go mobile" that would create efficiencies. Start slowly with a pilot program to test the fit with a small group of employees before rolling out a company wide program. Clemons and Kroth present 7 tips for building a mobile workforce:

1- Identify a team responsible for defining details of the program, research, ROI evaluation, etc. and they will be your advisors to the executives.

2- Integrate mobile practices and technology with existing processes, procedures and programs.

3- Policies should be straightforward and the technology simple.

4- Define the roles and expectations clearly for employees.

5- Communicate often and solicit feedback about programs and technology. Learn and improve.

6- Train managers on how to manage mobile workers.

7- Treat mobile workers as if they were customers. They need Mobile workers need confidence that the company is paying attention to their efforts and production.

Many of the failures of telework are the result of the physiological feeling of isolation that remote employees can feel. Face to face time, particularly at new hire orientation, is an important part of building trust and communicating values. Companies that can effectively manage the mobile workforce and build remote teams have a tremendous advantage.

In conclusion, Clemons and Kroth utilize a writing style that presents mobile workforce tips in a simple format and highlights key concepts through lists. Their research finds that a mobile workforce is critical for a business to have a long term competitive advantage in any industry. The authors conclude that in our modern world work just isn't a place you go, it is something you do, and the way we manage employees needs to adapt.

Nick Goodell, Managing Partner
HR Resource Force

Leading With Vision

In the work "The Leadership Challenge", Jim Kouzes and Barry Posner have found that great leaders follow 5 practices that make them effective in their leadership roles. Here's the list:

1 - Model the Way - This is simply to "walk the talk" and "do what you say you will do."
2 - Inspire a Shared Vision - Create your picture of where you are leading them and articulate that picture to those in your company.
3 - Challenge the Process - Encourage everyone to look outside the four walls for solutions and create a culture of risk taking and small wins.
4 - Enable Others to Act - Empower your direct reports at appropriate levels, find a good balance of hand off vs. micromanaging, and let your people develop so you can spend more time leading vs. managing.
5 - Encourage the Heart - Find opportunities to praise and celebrate at 3 or 4 times the frequency as talking about opportunities to improve.

If you take small steps in any of these 5 practices, you will undoubtedly be a more effective leader for yourself and for your company. Let's focus on Modeling the Way.

Modeling the Way helps leaders to do two very important things:

1. Clarify values and help each person find their voice and affirm shared ideals.

2. Set the example by aligning actions with shared values.

One of the sure fire ways to Model the Way as a leader is to align your personal values with your activities in the workforce. In this blog we will dig into one specific value that may or may not be important to your organization. Let's pretend that "Excellence in Customer Service" is a value that you've identified as a critical aspect of your business. Here are 6 tips on how you can show this particular value in your personal actions as a leader:

1. Calendar: Challenge yourself. You, as a leader, should proactively be on the frontlines. Here is an example: Answer the phones for one hour once a month and/or personally visit clients once a week.

2. Incidents: When a customer service related incident happens, this is the biggest opportunity for growth. The next time there is a disruption; take on a frontline job to demonstrate to your employees that the customer must come first.

3. Stories: Storytelling is a valuable opportunity for growth. Try to begin every staff meeting with customer stories, both successes and opportunities for improvement.

4. Survey: Are you keeping a finger on the pulse on the satisfaction level of your customer base? Try conducting a customer satisfaction survey that comes directly from you.

5. Measure: There are key leading indicators of your organization's customer service success. Leading indicators are measures of potential future results. For example: the amount of client touches your organization does on a regular basis is a leading indicator. Whatever you discover your leading indicators are, make them the company's key measures of success.

6. Rewards: How do you reward your frontline for meeting "Excellence in Customer Service"? Take a long look at your rewards as they pertain to customers and make sure they are aligned with service vs. quantity or revenue only.

If you align your everyday actions with your key values your team will surely notice and follow your example.

Len Petrancosta, COO,
The Leadership Quest

GET THE MOST BANG FOR YOUR SPONSORSHIP BUCKS

There is nothing wrong with getting the most bang from your sponsorship dollars, and doing so helps out the organization you are supporting. You paid the money. Now, what can you do to get the most out of your sponsorship?

1. Set clear expectations when you commit. What level of sponsorship are you purchasing, and exactly what will you receive in return? Will you receive logo recognition, or name only? How and where will your brand be displayed? in advertisements? hot linked on a website? a banner at the event? How many complimentary tickets will you receive? You need to know these things before you can take full advantage of your sponsorship.

2. Look for exposure opportunities that go beyond just what's offered up front. Ask the event organizer if they need promotional giveaways, goodie bags, door prizes, or silent auction items. This will get your name in front of more people, and help out the organization as well.

3. Organizers view attendance as a key measure of the event's success, second only to how much money it generated. Make sure you promote the event within your business, and not just at the owner or management level. Your employees will be proud that you are supporting a worthy cause, and the organization you are supporting will always appreciate more attendees. Ask if there's a way to get discounted tickets in addition to those included with your sponsorship.

4. At the event, have your team wear their nametags and appropriate logo wear. If possible, don't seat all your attendees at the same table. Tell them to spread out so more people are aware of your support. This has the added benefit of offering networking opportunities for your people.

5. For most nonprofits the week of the big annual fundraiser is the most demanding time of the year. Ask if your business can provide volunteers to help out before or during the event. In return, you will create more goodwill, and increase your visibility.

6. Protect your brand. Keep your banner clean and flat, with no tatters or tears, and with enough grommets so that it hangs straight from any wall or suspension system. It's good to have banners in several different sizes, as some venues offer limited (or unlimited) room for display. Make sure the logo file you provide is high resolution – you don't want your logo to look pixilated when it's blown up on a projector.

7. Publicize the event on your website and with your employees and customers. Hang up a flier in your store or office, and offer to sell tickets. These are all ways to draw attention to your support for the cause and foster affinity with people who are important to you.

8. If you don't plan to use all your tickets, tell the event organizers as soon as possible. If there's a meal, they need to give the caterer a head count often a week or more in advance. Or ask to 'donate back' your tickets for other attendees, perhaps awardees, which helps the organization cover costs.

9. After the event, ask for a summary of your benefits. Did the organizers do everything they promised? Did your logo get any hits on their webpage? Information like this helps you manage who saw your brand and make comparisons with other sponsorship opportunities out there.

10. If you are dissatisfied, tell someone. Many nonprofits rely on volunteers to help with events, and things can get lost in the frenzy leading up to a big event. Most nonprofits are small enough that you can bring your concern directly to the attention of an executive director or program manager. It might have happened to others too, and the organization can't address the problem unless it's aware of it.

Join us to learn how to become a PHRA Business partner and advance your brand presence with our members. For more information contact Liz Lamping - LLamping@pittsburghhra.org

Liz Lamping, PHRA Executive Director

2015 EVENTS

The Pittsburgh Human Resources Association offers many valuable networking and education programs throughout the year. See below for a taste of what we have scheduled for 2015 so far! 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!

August 4
The Datafication of HR
PHRA Office
HRCI & SHRM Credits

August 31
Fall SHRM-CP or SHRM-SCP Prep Class Begins
PHRA Office

September 30 & October 1
PHRA Annual Conference & Exhibition
Doubletree – Green Tree
HRCI & SHRM Credits

September 30
Meet Your PHRA Colleagues
Doubletree – Green Tree
4:35 p.m. – 6:30 p.m.

October 23, 24 & 25
3-Day PHR/SPHR Intensive Prep Class
PHRA Office

December 10
PHRA 100 Year Celebration
Doubletree – Green Tree
5:30 p.m.

ON THE MOVE

Congratulations to the following PHRA members on recently achieving a new HR certification:

David Bellone, SPHR, Rizzo Associates
Linda Bilotto, SPHR, EchoHR
Kelley O'Mahoney, PHR, SSEA, LLC
Nick Pantano, SPHR

Columbus C. Brooks, GCDF, Principal/Owner of CBrooks HR Consulting, LLC, was recently featured in Inc. Magazine. Click www.inc.com/bankofamerica/ALaborForceYouDontHavetoLaborOver.html to read the full article on "A Labor Force You Don't Have to Labor Over."

Phyllis G. Hartman, SPHR, SHRM SCP, was recently featured in SHRM's HR Magazine for her contribution to the article "Heads Up." To view the full article click here www.hrmagazine-digital.com/hrmagazine/june_2015

NEW FAQS PROVIDE ADDITIONAL GUIDANCE ON REVENTIVE SERVICES

continued from page 3

methods identified by the FDA. There are currently 18 methods of contraception for women identified by the FDA. Further, a plan or issuer can cover some contraceptives without cost sharing and impose cost sharing on all other items and services under the other FDA-approved methods. However,each FDA-approved method must have at least one item or service covered without cost sharing. For example, a plan cannot provide coverage for some forms of oral contraceptives, some intrauterine devices, and some diaphragms without cost sharing, but exclude some of the other 18 methods of FDA-approved contraception.

Specifically, the expanded guidance includes the following requirements:

• Plans or issuers must cover at least one form of contraception in each of the 18 methods that the FDA has provided under the current Birth Control Guide. The coverage should also include clinical services needed for providing the contraceptive method, such as patient education and counseling.

• Plans and issuers may continue to use reasonable medical management techniques to control costs.

This means that cost sharing may generally be imposed on an item or service (including full cost sharing) to encourage the use of a different item or service within the same contraceptive method. For example, plans or issuers may encourage the use of generic drugs over brand name drugs by imposing cost sharing on a branded drug.

• If a plan or issuer does utilize reasonable medical management techniques to control costs within a method, then there must also be an “easily accessible, transparent, and sufficiently expedient exceptions process that is not unduly burdensome on the individual or provider.”

• If an individual’s attending provider recommends a particular service or FDA-approved item based on medical necessity, then the service or item must be covered without cost sharing. Deference must be given to a provider’s determination of medical necessity, which may consider side effects, permanence, reversibility, and ability to correctly use the service or item, among others.

• The timeframe in which the exceptions process makes a determination must take into account the nature of the claim and the medical exigencies involved for a claim involving urgent care.

Sex-specific Recommended Preventive Services

The FAQs also address whether plans or issuers can limit sex-specific recommended preventive services based on an individual’s gender at a certain time. According to the FAQs, the preventive services that must be covered should be medically appropriate for the individual and that the determination should be made by the individual’s provider. The plan or issuer must provide coverage for the recommended preventive service, without cost sharing, regardless of sex assigned at birth, gender identity, or gender of the individual otherwise recorded by the plan or issuer.

Well-woman Preventive Care for Dependents

The FAQs provide further guidance regarding the provision of well-woman preventive services to covered dependent children. Women’s preventive care coverage is included as part of the preventive services that are required under PPACA. As such, if a plan or issuer covers dependent children, the full-range of recommended preventive services, including women’s preventive services, should be provided without cost sharing for all participants and beneficiaries under a group health plan. The services include pregnancy-related services, such as preconception and prenatal care. Thus, if a non-grandfathered plan provides coverage to dependent children, then the plan must provide coverage for that dependent child’s pregnancy-related services such as preconception and prenatal care.

Colonoscopy-related Anesthesia

The FAQs also clarify that if anesthesia administered as part of a preventive colonoscopy is also a medically appropriate part of the procedure as determined by the provider, then a plan or issuer may not impose cost sharing for the anesthesia.

Gallagher Benefit Services, through its compliance experts and consultants, will continue to monitor developments on healthcare reform legislation and regulation and will provide you with relevant updated information as it becomes available. In the interim, please contact your Gallagher Benefit Services Representative with any questions that you may have.

The intent of this analysis is to provide general information regarding the provisions of current healthcare reform legislation and regulation. It does not necessarily fully address all your organization’s specific issues. It should not be construed as, nor is it intended to provide, legal advice. Your organization’s general counsel or an attorney who specializes in this practice area should address questions regarding specific issues.

This article, along with permission to republish, has been provided by the Benefits & HR Consulting Division of Arthur J. Gallagher & Co. In this article, Petula Workman, Division Vice President, Compliance Counsel, writes on the recent FAQs released by the Departments of Labor, Health and Human Services, and Treasury which provided additional guidance on preventive services coverage. The FAQs include guidance on the coverage of genetic testing for breast cancer, contraceptive coverage, sex-specific preventive services, women’s preventive services for dependent children, and anesthesia during colonoscopies.