

HUMAN RESOURCES & BIG DATA A NEW MIX?

Most of you reading this article in this months' perspective have been in Human Resources (HR) for years and are accustom to making decisions for your respective organizations in certain ways. According to a study done by Deloitte, 56% of HR decisions are done in a reactionary manor, 30% are proactive, 10% use advanced analytics, 4% use predictive analytics. With the advances in technology and all of the data resources available to you and your staff, why wouldn't you use data analytics to roll out new wellness initiatives, make decisions on key talent acquisitions, or contain benefit costs (just to name a few)? Well for most HR professionals, it is probably a new concept to have resources which can process this data that would enable you to be more efficient, strategic, and have a higher degree of success in your decisions.

So the question you need to ask yourself is "How will you and your organization change the way it makes decisions with data analytics and what does that me for you as a HR professional? Many executives feel their HR teams aren't equipped or ready to handle big data. However, HR will need to adjust and adapt quickly. Big Data is set to transform the work of enterprises, by improving information, efficiency and responsiveness to environmental change. The ability to analyze and draw knowledge from the vast amounts of data provides us with insight, market intelligence, and predictions. This approach will allow you to become more strategic in your benefits decisions and human capital management.

Why is the Datafication of HR so important? Unfortunately, the vast majority of business owners, executives, and HR professionals are making healthcare and benefit decisions that significantly impact their bottom line, employees, and every employee's family without a true picture of their plan's value, costs, employee health trends and utilization. The simple reason is that all of the data resides in disparate silos within each respective vendor's systems. You are paying the majority of employee benefit expenses. Why shouldn't you control your own data? The data is available from your carriers, third-party administrators (TPAs), wellness and other healthcare vendors (if you know how to ask, what details to ask for, and how to securely handle HIPAA data.) It is imperative that you get your data into a single secure and controlled environment to perform the needed analysis. To do this you need to ask and have answers to the following questions.

- What data do I need from my healthcare vendors and where do I safeguard it?
- How do I get my data on a timely basis?
- What happens to my data if I switch insurance carrier, TPA, or wellness provider?
- How do I deal with the legal and compliance issues related to storing HIPAA data?

While many executives and HR professionals continue to adopt this practice and apply it to their business decisions, HR professionals use of Big Data will not be just a trend for now but, the standard moving forward into the future.



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AFFILIATE OF
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SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

Dear PHRA Members...

The Society for Human Resource Management (SHRM) has awarded the Pittsburgh Human Resources Association (PHRA) the EXCEL Gold Award for our accomplishments in 2014.

The award is part of the SHRM Affiliate Program for Excellence, which aligns individual chapters with SHRM. The award recognizes a chapter's accomplishments and strategic activities and initiatives that promote the human resources profession at the local level.

"This recognition is a distinct indication of the chapter's successful partnership with SHRM to serve the networking and professional development needs of human resource professionals and to the advancement of the human resources profession" said J. Robert Carr, senior vice president, membership, marketing & external affairs for SHRM.

PHRA will be recognized in SHRM publications and at SHRM conferences. As an Excel winner, we will receive a certificate of recognition and a special banner to display at our meetings and events.

This distinguished award would not be possible without the support of all of our dedicated members and chapter leaders.

After all PHRA is You!

Regards, Liz

Elizabeth Lamping
Executive Director



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

MEMBERSHIP HAS IT'S BENEFITS!

Just a reminder that being a member of the Pittsburgh Human Resources Associations comes with lots of benefits and opportunities to grow yourself and your career.

PHRA Membership Benefits at a glance:

- Advance your career with a graduate degree.

PHRA members receive:

- 35% tuition discount at Carnegie Mellon's Heinz School
- 20% tuition discount at Point Park University
- 15% tuition discount at Colorado Technical University
- tuition discount at La Roche College
- tuition discount to Geneva College's MSOL Program in downtown Pittsburgh
- Achieve your professional certification through our SPHR/PHR Preparatory Class Series.

- Expand your knowledge through monthly educational programs. Earn recertification credits for your professional HR Certification.

- Attend the PHRA's Annual Conference, the largest HR conference and exhibition in the region!

- Search our Career Center to discover the latest HR job openings.
- Lots of networking events to meet HR professionals from across the region.
- Access an array of resources that will help you excel in your field.

See what your membership can do for you! Log onto www.pittsburghhhra.org today!

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PITTSBURGH IS ALL ABOUT

MedExpress, LunaMetrics and Phipps Conservatory and Botanical Gardens received the 2015 Engaging Pittsburgh: It's all about the People! Award on Thursday, April 16, 2015, at the DoubleTree by the Hilton – Green Tree. The Engaging Pittsburgh: It's all about the People! Award recognizes regional employers that are implementing exceptional people practices. "Whether they are attracting talent, training tomorrow's leaders or rethinking the way they organize work, the nominees have all demonstrated that investing in people is a key component of business success," said Elizabeth Lamping, Executive Director of the Pittsburgh Human Resources Association. The accomplishments of all 10 of the nominated companies were announced by Bill Flanagan, Executive Vice President and Corporate Relations for the Allegheny Conference on Community Development.

The finalists' initiatives announced on April 16th offered best practices in categories such as "Help Them Thrive," "Magnify Their Success" and "Make Them Fearless." Jennifer Ploskina, PHRA's VP/Engaging Pittsburgh, notes, "We only hope that more organizations in the region are inspired and motivated to consider such programming in their own workplaces to encourage, appreciate and develop employees to be the best version of themselves."

The overall award recipient was MedExpress, in the award category "Make It Cool: Workplace experiences that embrace fun, cool ideas that excite. MedExpress is committed to the health of their communities. Their ability to deliver Genuine, Caring and Friendly service in a warm and welcoming environment for their patients comes from creating a warm and welcoming environment for their employees, as well. In 2014, as part of their continuous desire to meet the needs of their workforce, the MedExpress Human Resources Department embraced a Core 4 Strategy to intentionally focus Capability, Talent, Culture and Technology in order to capitalize on the investments MedExpress has made in a learning management system, a recognition program, distinct hiring tools and its existing workforce. The largest impact comes from the collective results; hiring the best possible people, developing talent so they can promote

from within, providing more efficient training delivery mechanisms, and embracing recognition as a way of life not only strengthens their position as a national leader in the urgent care market, but also helps make their vision of providing each and every patient in their communities with Great Care. Fast.® a reality.

MedExpress Video: <https://youtu.be/y2F4PWLXWg>

LunaMetrics and Phipps Conservatory and Botanical Gardens were the runners up for the ceremony this year. LunaMetrics was honored for their nomination in the "Help Them Thrive: Supporting employees for personal and professional well-being" category. LunaMetrics seeks to increase employee retention and motivate individuals by focusing on key improvements in the areas of Education, Information, and Environment. Education –Employees are encouraged to enhance their professional and personal skills through company sponsored learning and through internal programs like LunaVarsity – an after-hours employee-led initiative. Information –Through transparency and frequent updates, employees are made aware of how important each one is to the company's overall goals. Teams communicate in ways that encourage collaboration and skill-sharing. Environment –With NERF guns, board games, a fun working space, and great attitudes, LunaMetrics encourages positive communication and collaborative successes. Employees plan and participate in frequent team-building activities. The results have been phenomenal – positive growth for revenue and employees.

LunaMetrics Video: https://youtu.be/5OjF_FOy9yY

Phipps Conservatory and Botanical Gardens was honored for their nomination in the category "Don't Kill the Meaning: Strategy or programming tied to the purpose of the organization". The Center for Sustainable Landscapes (CSL) has helped to create a healthier future for generations to come by contributing to the restoration of their ecosystems and providing a place of beauty and inspiration. The CSL mimics nature's processes by creating all of its own energy on site through sun, wind and earth, while also cleaning and reusing all of the water captured on site. As a result, staff members are engaged in learning about and incor-

NOW MORE THAN EVER, COMPANIES PROVE THAT THE PEOPLE!

porating sustainability into their daily lives and are united under this common focus. The CSL is a model and learning tool, helping to inspire a connection to nature as a means to live more sustainably now and into the future. As a project that will continue to be refined and studied for years to come, the CSL and its staff are plotting a course for the workforce of the future – one in which the natural world is integrated into the workplace as a medium to promote health and productivity. Thanks to the CSL, the Phipps mission –to inspire and educate all with the beauty and importance of plants; to advance sustainability and promote human and environmental well-being through action and research; and to celebrate their historic glasshouse –has become a way of life for our staff.

Phipps Video: <https://youtu.be/UCYtdjqiyu0>

Congratulations to all of the 2015 nominees: Carnegie Mellon University Professional Development Services, EDMC, Greater Pittsburgh Arts Council, LunaMetrics, MedExpress, Meyer, Unkovic & Scott LLP, MRTSA, Medical Rescue Team South Authority, Phipps Conservatory and Botanical Gardens, UPMC (University of Pittsburgh Medical Center), World Affairs Council of Pittsburgh

"It's important for employers and their leadership teams to understand the link between a successful organization and its employees' performance," said PHRA's President, Mike Toney. This year's Engaging Pittsburgh finalists gave their employees the opportunity to grow, develop, and reach greater levels of success personally, professionally and for the organization. This year's Engaging Pittsburgh finalists support employee involvement, life-long-learning initiatives, gave ideas for improved work life balance, as well as recognition to employees for reaching and successfully achieving personal and company goals."

This event is possible due to the generosity of its sponsors, Bi Worldwide, Delta Dental, DoubleTree, Entertainment Unlimited, Geneva College, GENEX, NOVA Chemicals, Peak Technical Staffing, PG/Monster, Sagewell Partners, St. Vincent College's Master of Science in Management: Operational Excellence, Ultimate Software.



KEYS TO BUILDING A WOMEN FRIENDLY WORKPLACE

Gender discrimination will be the issue to watch this year. The Bureau of Labor Statistics reports that 57.7 percent of all workers are women, and that number is expected to increase. The Equal Employment Opportunity Commission (EEOC) has seen a rise in the amount of cases involving gender discrimination. Discrimination cases present a significant cost to your business, not just in fines and legal fees for formal complaints, but through disengagement, distracted employees, and voluntary turnover of talented workers.

Gender specific issues are particularly on the tops of our minds this month, as April 14th 2015 represents the day women have to work past 2014 (an extra 4 months) to receive the equal amount of pay men made working last year. Women have additional concerns aside from pay, as we have been following in the Young VS. United Parcel Service case involving pregnancy and light duty.

Follow these six strategies to help create a women friendly workplace.

1. Equal Representation of Pay and Gender

Ensure all your employees in similar roles and performance are comparably compensated. Sustain equal gender advancement opportunities.

Women are earning post-secondary degrees at a faster rate than men, yet wage gaps in upper management persist. Maintain full transparency with positions and salaries. Create detailed job descriptions with clear salary ranges, defined job duties, set years of experience and other

qualifications that are written and communicated.

2. Increase Workplace Flexibility

Google Chief Financial Officer Patrick Pichette's recent resignation to "grab our backpacks and hit the road" exemplifies that work life balance is not a gender specific issue and warrants attention. Studies consistently show that employees working for managers who are sensitive to work and personal life feel significantly more motivated to exceed expectations than their counterparts.

Flexibility can take many forms that still cover the work needs of your business. Companies have found success with programs that offer varying schedules, flexible hours (part-time, job sharing, phased retirement, part year work), mobile locations (telework, alternative worksites), and sabbatical style time off (short term, episodic, extended, time banking). An environment with clear productivity measures and established goals creates trust that flexible arrangements will produce positive business results.

3. Career Customization

If you have a good employee, make sure to keep them. A pregnant woman, or anyone else facing a life-changing event, could be your best asset for long-term success. As employees' skills and career goals evolve, either promote or shift these workers to another department in your company, if possible. As Jim Collins reports in his book *Good to Great*, "start by getting the right people on the bus, the wrong people off the bus, and the right people in the right seats."

4. Communicate Career Goals

When an employee approaches you for accommodations, there may be an opportunity for further conversation. Foster an environment that allows employees to share long-term career goals and include life plans such as educational pursuits, health, and family. This can benefit both the organization and employee by saving time, money, and potential turnover. These employees feel empowered and committed to staying in your company.

5. Harassment Procedural Process

Begin with a workplace that promotes a respectful culture with frequent training and awareness. To minimize risk, train managers on how to respond to employees' concerns about harassment. Standardize your reporting and response procedures and push additional role-specific training and exercises to all employees periodically. Technology is a great way to automatically deliver and document everything, particularly in the new hire onboarding process to create a culture of transparency, accountability and respect. Include your compliance partners and attorneys early when an issue arises.

6. Intolerance of Retaliation

When employees' communicate a behavior they find offensive or uncomfortable, it is an opportunity for your organization to discover hidden problems, operational inefficiencies, areas of risks exposure, unresolved conflicts and reasons for high turnover. Track trends and issues such as: undesirable reassessments, demotions, firing, changes in compensation, suspicious hiring, and promotions. Detailed evidence of your prevention efforts will save your company from significant financial loss.

*Kristen Goodell
co-founder of HR Resource Force*

Going Beyond Traditional Benefits, Becoming an Employer of Choice

2015 is poised to be an important year for U.S. employers. With key components of the Patient Protection and Affordable Care Act becoming requirements, an uptick in the economy, lower unemployment, more Baby Boomers retiring, and an unprecedented, heightened focus on succession planning and talent retention, many high-performing organizations are looking to create an employer of choice environment.

The Great Recession may have masked talent pool issues, but now we are seeing more employers looking to fill the void, strategizing how to better attract, retain and engage employees. From the top of the organization to part-time staff it's no longer enough to offer a competitive salary and benefits. It is imperative that employees understand and appreciate the total scope of rewards

they receive and how their individual work contributes to the greater success of the organization.

When striving to become an employer of choice, the alignment of culture, employee needs and organizational objectives is paramount. Imagine top industry talent knocking at your door instead of having to seek it out. Imagine less worry about high performers leaving for a competitor. With employees being one of the most important assets to the long-term success and sustainability of an organization, and benefits and compensation ranking as one of the most expensive line items, ensuring total rewards alignment can significantly impact overall productivity and cost containment.

Noting the challenges associated with establishing and maintaining employer of choice status, Gallagher is ready to help.

Throughout our 2015 State of the Market report, Gallagher leaders share their unique insights, offer ideas and interpret trends. Our data-driven approach and best-in-class resources position us to effectively guide employers through the complexities of today's environment and determine the best path forward.

Employer of Choice Key Attributes
 Inspiring leadership
 Commitment to communication
 Alignment of organizational brand and employee value proposition
 Meaningful career development opportunities
 Competitive, fair and equitable total reward programs
 Focus on thought leadership
 Clear culture, vision and mission
 Good co-worker and management relationships

*James W. Durkin, Jr.,
President, Benefits & Human
Resources Consulting Division
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INVESTING IN EMPLOYEES TO GENERATE BUSINESS RETURNS

Shareholders and business owners typically invest significant capital in a business, and look to maximize returns on that investment by monitoring indicators such as return on investment (ROI), return on assets (ROA), return on equity (ROE), and a host of other measures.

These indicators typically gauge investment in physical and working capital, and often miss the most impactful investment area: human capital. How does a business owner determine whether the current investment in human capital is effective? There are several methods, including evaluating recruitment and retention measures, employee engagement, and more importantly – productivity and profitability. Employers who are truly effective in aligning their human capital investments with employee needs are often called “employers of choice”. This means they are paying appropriate salaries and benefits are profitable and growing, are attractive to current and future employees, and are able to provide a stable environment for career development.

Although investing money in employees is somewhat similar to investing in stocks or other vehicles for return on capital, employers may also share a common misconception: employees are a cost, rather than an investment. That's not the case for an employer of choice. Taking a strategic approach to human resources and building a workforce that is aligned with organizational goals will often lead to higher levels of customer satisfaction and increased revenue. This especially true as we increasingly become a knowledge economy where people are the primary resource for many organizations. Strategically approaching the design of total rewards and aligning with an employer of choice goal will help organizations secure many advantages in the future.

The money invested in employees is a large part of the total rewards package offered by the organization.

Total rewards refers to all incentives, including cash compensation, healthcare benefits retirement and any other tool that employers use to attract, retain and engage employees; it is a key driver of a successful organization's employee value proposition.

Optimizing the Total Rewards Portfolio

It's vital to know how and where total rewards dollars are invested in order to maximize the return. Often organizations are unaware of how their rewards are allocated, unsure if employees value the current offerings and uncertain if the existing rewards structure aligns with organizational needs. Without this insight,

employers can face significant gaps and miss opportunities to improve return on investment. Here are some key considerations:

Organizational Positioning within the Industry – It's very important for employers to have a thorough understanding of their organization and industry. This includes knowledge about their employee value proposition, competitors and general market trends.

Human Resources Strategy Aligned with Organizational Goals – The total rewards strategy should filter down from the overall organizational and human resources strategies, and be aligned with both the short-term and long-term business goals.

Employee Preferences – Employee surveys and focus groups can be used to determine and highlight which rewards programs employees value. The value employees place on specific rewards will probably vary across a diverse workforce. Often, holistically assessing the alignment of all rewards with demographic needs brings to light recommendations for improved engagement across the board. For example, a defined contribution strategy on a private exchange platform such as the Gallagher Marketplace may be the right path to provide employees with flexibility and choice. This solution can also help the organization reallocate scarce labor dollars.

Communication – Organizations will improve their ROI through clear, targeted communications. Aligning communication tactics with demographic preferences ensures the message is best received by employees, and will lead to enhanced understanding and engagement. For example, a pre-retiree professional and early career professional may perceive and value information differently, and planning for those varied viewpoints and needs can help an organization be seen as an employer of choice—a place where people want to work.

Review and Recalibration – Just because a great total rewards program has been created for the current environment doesn't mean it will work forever. Organizations benefit from an annual review of the programs and their alignment with overall strategy and employee preferences. If the alignment is off, then the investment in employees (total rewards) will not maximize the returns and risk mitigation (organizational results).

The Advantages of a Total Rewards-Driven Approach

A strategic and holistic approach to total rewards supports these outcomes:

Improved Recruitment and Retention –



A competitive, fair and well-communicated total rewards program that's aligned with the workforce will help attract and keep employees. Securing the right talent decreases employee replacement costs and helps preserve performance quality, by preventing the loss of organizational knowledge, skills and relationships.

Reduced Risk of Employee Discrimination – Creating a fair rewards program that pays employees based on legal and objective factors mitigates the risk of potential employee discrimination claims.

Improved Labor Dollar Control – Organizations that take this approach to total rewards will have a clear understanding of where labor dollars are going and why. This makes it easier to reallocate these precious dollars as necessary.

Stable and Developed Workforce – Attaining the first three advantages will help maintain a stable workforce. This stability allows organizations time to train and develop employees and lessens their concern about retention.

A strategic approach to aligning total rewards with both your business strategy and employee needs is a smart investment in your human capital. Many organizations are missing the opportunity to measure and manage one of their most important investments—talent. Taking the time to identify and address any potential gaps within a total rewards strategy can lead to enhanced status as an employer of choice, as well as improved returns on organizational objectives.

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SEEK & YOU SHALL FIND...MAYBE

Due diligence is a phrase that is often uttered when it comes to the task of hiring new employees. There's the application, phone screen, interview, reference checks, background checks, pre-employment assessments, computer testing, drug testing, interviewing again, etc., etc. And yet, even with all of these tools and processes in place, we can still miss the mark and hire a dud. This begs the question; are we leaning too hard on our processes to do the work for us and forgetting the human element?

Dale Carnegie teaches that in order to "Win Friends and Influence People," we have to be genuinely interested in other people. I would never advocate side-stepping the due diligence, but I would advocate keeping the human element in the hiring process as much as possible. In a time where most people are doing the work of more than one person, it can seem daunting to invest more time in the human interaction component of the hiring process. It can be easier to go through the process like a checklist and push candidates onto hiring managers, but I believe that investing that time will

benefit organizations greater in the end.

We can accomplish this in a number of ways, but one of the most successful I've found is just to be a better listener at any opportunity I have to interact with candidates. I make a concerted effort to let the candidate showcase their capabilities, or shortcomings, all on their own. With top talent, I've found (and I'm sure I'm not unique in this) that their resume often does not do them justice, and conversely, that when a candidate has overstated their skill level, all they need is my silence to quickly display their deficit. I subscribe very much to the 80/20 rule; the candidate does 80% of the talking, and I do 20% - if even that.

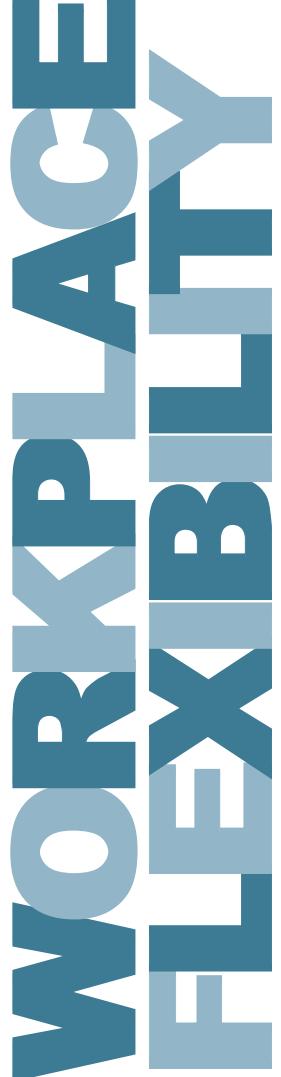
While we're talking about the human element, I should mention that this mindset should also apply to rejecting candidates. The way we treat our candidates when we're giving them the bad news says a lot about our organization's culture. This is especially important if the candidate is someone you would consider for the same or a different position in the future. Maintaining that human contact and decency will keep you in

their good graces. I've often had candidates thank me simply for letting them know that we would not be moving forward in the hiring process. Candidates stated that many other positions for which they had applied or interviewed, they never heard back. Simply responding already put my organization ahead of pack, let alone making sure that the response was sent keeping in mind the news was being delivered to a person.

So often at conferences, in online discussions, and in training sessions, the question is often asked: How can HR be a better business partner? One way is to be wholly invested in the process of finding our hiring managers the best possible candidates. This will increase their trust in our department, reduce turnover, heighten our employment brand, and empower our organizations to cultivate great employees and teams. If we can keep the "H" in "HR" and combine that with the screening tools at our disposal, our hiring successes could be great.

*Kori Amos, PHR
HRV Conformance Verification
Associates, Inc.*

WORKFLEX IN MANUFACTURING: CAN IT WORK?

The logo for Work Works is on the left side of the page. It consists of the word "Work" stacked vertically on top of the word "Works". The "W" is in a large, bold, blue font. The "o" in "Work" and the "o" in "Works" are white and have a three-dimensional, layered effect. The "r", "r", "k", "s", "t", and "s" are in a smaller, blue, sans-serif font. The "e" in "Works" is a stylized, blocky letter with a white center and blue sides.

Absolutely yes! We know that the manufacturing sector is key to long-term economic growth, but that growth is only possible if the sector can attract and retain top talent. In an industry as varied and dynamic as manufacturing, successful recruitment and retention strategies must be innovative and cannot be a one-size-fits-all approach. Flexible work or "workflex" is a key component to an effective business strategy that can work for all employees, including manufacturing production employees.

Interested, but need some help getting started? We've got you covered. When Work Works, the joint project of SHRM and the Families and Work Institute (FWI), recently released, *Workflex in Manufacturing: More Than a Dream*, which outlines how manufacturers that have gotten creative about flexible work are reaping the benefits through improved employee job satisfaction and increased productivity. The guide is designed to help manufacturing leaders make workflex a reality for production employees in ways that make sense for their individual organizations and features case studies from 7 manufacturing organizations that were able to improve business results with workflex.

Coming to Vegas?

Join When Work Works on June 28 at the SHRM 2015 Annual Conference & Exposition in Las Vegas at the pre-conference workshop titled *Attracting and Retaining Talent in Manufacturing* for an interactive discussion of how to design effective talent management practices that can reinvent work for greater flexibility among production line employees. In this workshop you will hear directly from organ-

izational leaders representing small, medium and large manufacturing organizations from across the U.S.

For example, you will hear from Dave Lagerstrom, CEO of TURCK Inc.:

As a leading manufacturer in industrial automation, TURCK proves that effective and flexible work is possible in manufacturing. Since 2008, TURCK has worked to create a culture that supports employee well-being, encompassing five dimensions: 1) career development, 2) work-life fit, 3) financial security, 4) community involvement, and 5) physical health. Workflex options at TURCK include part-time work schedules, six-month sabbaticals, time off for volunteering to serve a community or charitable organization, extending the transition period back from maternity leave beyond FMLA, and phased retirement. TURCK also takes a broader perspective toward its employees' health and wellness. The company has a free onsite clinic, prescriptions available at no cost, an onsite well-being coach, and regular seminars on work-life topics. TURCK's culture of support has paid off. As a result of its efforts, TURCK has seen a reduction in health care costs, increased employee engagement and reduced turnover.

To learn from TURCK and 6 more organizational leaders at this workshop, register today. Don't miss this chance to get inspired about how to make workflex a reality in your organization!

For more information on this topic see *Workflex Works in Manufacturing* and follow the conversation on social media via #WorkflexManufacturing.

See more at: <http://www.shrm.org>

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 Holly Trudeau.....WHEMCO Inc.
 Bob Vizi.....Nesco Resource
 Julie Voigt
 Donald Waters.....Recall
 Lisa Westwood.....ZOLL LifeVest
 Kathleen Wieland.....Allied Insurance Brokers, Inc.
 Elise Williams

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

Jane Allen, SPHR, SHRM-SCP,
 Confluence
Cheryl Baum, SPHR, SHRM-SCP,
 Duncan Financial Group
Darcy Clark, PHR, SHRM-CP, Cabela's Inc.
Daniel Corkum, CCP, PHR, SHRM-CP,
 NOVA Chemicals
Thomas Evak, PHR, SHRM-CP,
 Paychex, Inc.
Linda Ferraro, PHR, SHRM-CP,
 GAI Consultants, Inc.
Gillian Florentine, SPHR, SHRM-SCP,
 EchoHR
Brian Harkins, SPHR, SHRM-CP,
 National Health Management
Marcy Hughes, SPHR, SHRM-SCP,
 McCall's Inc.
Mike Jackson, PHR, SHRM-CP,
 Newton Consulting
Bud Leeper, SPHR, SHRM-SCP,
 ITC Global
Pamela Maxson, SPHR, SHRM-SCP,
 Tucker Arensberg, PC
Mary Jane McAdams, SHRM-CP,
 PA Cyber Charter School
Ginger Miller, SPaHR, SHRM-SCP,
 Guardian Industries
Melissa Musarra, CEBS, SPHR,
 SHRM-SCP, Pinnacle Foods Group
Kerry O'Donnell, SHRM-SCP
Michele Pastrick, SPHR, SHRM-SCP,
 The Bradley Partnerships, Inc.
Lisa Petro, SPHR, SHRM-SCP,
 Monongahela Valley Hospital, Inc.
Jennifer Ream, SPHR, SHRM-SCP,
 Forms+Surfaces, Inc.
Brad Sheasley, SPHR, SHRM-SCP,
 Peterson Brothers
LuanneShock, SPHR,
 SHRM-SCP, Atrium Innovations
Wendell Snowden, PHR,
 SHRM-CP, Stella-Jones Corporation
William Taylor, PHR,
 SHRM-CP, ARAMARK
Becky Vinton, SPHR, SHRM-SCP,
 Newton Consulting, LLC
Mylene Zupan, SPHR, SHRM-SCP,
 The Bradley Center

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!

May 14

Webinar: Mindfulness in the Workplace

Online
 12:00 p.m. – 1:00 p.m.
 HRCI & SHRM Credits

May 26

Managing From the Other Side of the Desk

PHRA Office
 8:30 a.m. – 10:00 a.m.
 HRCI & SHRM Credits

June 5

2015 PHRA Golf & Bocce Outing

Montour Heights Country Club
 8:00 a.m. – 2:30 p.m.

June 12

Employee Engagement Specialist Certification Program Begins

PHRA Office
 8:00 a.m. – 5:00 p.m.

July 8

Webinar: What you should be considering when using Social Networking Sites in the Hiring Process

Online
 12:00 p.m. – 1:00 p.m.
 HRCI & SHRM Credits

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PHRA
 PITTSBURGH HUMAN RESOURCES ASSOCIATION

2015 PHRA Golf & Bocce Outing

It's that time of year again! Dust off your clubs and get ready to hit the greens as PHRA kicks off its 30th annual Golf & Bocce Outing. This is one of PHRA's best-attended events, and provides great networking opportunities among peers, vendors, and customers.

When: Friday, June 5th, 2015

Where: Montour Heights Country Club
1491 Coraopolis Heights Road, Coraopolis, PA 15108

Time: 8:00 a.m. - 2:30 p.m.

Event Schedule:

8:00 a.m.	Golf Registration and Continental Breakfast
8:30 a.m.	Bocce Registration and Continental Breakfast
8:45 a.m.	Shotgun Start- Scramble Format
9:00 a.m.	Bocce Tournament Begins
12:30 p.m.	Happy Hour on the Terrace
1:30 p.m.	Lunch & Prizes
2:30 p.m.	Event Conclusion

Registration Fees

Golf Foursome (member)	\$580
Golf Individual (member)	\$155
Golf Individual (non-member)	\$165
Bocce & Lunch (member)	\$70
Bocce & Lunch (non-member)	\$90
Lunch Only (member)	\$50
Lunch Only (non-member)	\$70

**When registering a Golf Foursome please register on-line and provide the names of the additional members in the group in the provided dialogue box.

As always, we have some great sponsorship opportunities available, as well as opportunities to get exposure for your company through prize donations.

For complete details, please contact the PHRA office at 412-261-5537.



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