

PERSPECTIVES

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PITTSBURGH HUMAN RESOURCES ASSOCIATION
NOVEMBER
2015

HR Becoming More Strategic

Human resources is increasing its strategic role in business with HR leaders more often part of an organization's board or executive team, a new report found.

The report, Human Resources Management Policies and Practices in the United States, was released by the Cranfield Network on International Human Resource Management (CRANET) in collaboration with the Society for Human Resource Management (SHRM) and the Center for International HR Studies in the School of Labor Employment Relations at The Pennsylvania State University (CIHRS).

The CRANET/ SHRM/CIHRS 2014/15 report outlines the results of a survey of almost 700 senior-level HR practitioners, both SHRM and non-SHRM members, in organizations with 200 or more employees.

The results detail key practices in HR management and the role of the HR department, including:

Leadership

- 70 percent of responding organizations said HR has a place on the board of directors. That compares to 63 percent in 2009

and 41 percent in 2004.

- Two-thirds of responding organizations (66 percent) reported having a written HR management strategy.

- Responses indicated that HR appears to be moving away from working jointly with line management and taking sole responsibility for major policy decisions such as setting pay and benefits.

Talent Management

- The vast majority of organizations reported having a formal performance review system (96% for management, 95% for professional staff and 93% for clerical/manual staff).

- Performance appraisals are predominantly used for pay/salary decisions (76%). But, because performance reviews frequently require the input of employees themselves, they are equally likely to be used for decision-making on career moves (75%) and identifying opportunities for training and development (74%).

Technology

- 83 percent of organizations use HR information systems or electronic HR management systems, with 67 percent using

an employee self-service option.

- Outsourcing is most frequently used for pensions and benefits, the accounting aspects of HR management. Twenty-six percent of respondents said their organizations completely outsourced pensions, and 14 percent said benefits administration was completely outsourced.

The survey also showed:

- A trend toward less frequent use of part-time working arrangements and more frequent use of teleworking.

- Annual staff turnover rose from 12 percent in 2009 to 19 percent in 2014/15.

- 60 percent of responding organizations spent less than 5 percent of annual payroll costs on training. Yet the mean number of training days increased since 2004, which might be explained by a greater investment in e-learning.

See more at: http://shrm.org/about/pressroom/pressreleases/pages/hr_policies_and_practices_survey.aspx

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SOCIETY FOR HUMAN RESOURCE MANAGEMENT

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POINT of VIEW

Jeff Dressler, President, PHRA



Dear PHRA Member,

In May of 2014, SHRM announced it would be developing its own competency-based HR certification program. As you by now know, the new certifications are known as the SHRM Certified Professional (SHRM-CP®) and the SHRM Senior Certified Professional (SHRM-SCP®). Many of us were caught by surprise at this announcement and a bit put off that things were changing without any input from us. We eventually had exhaustive Board discussions about what the change would mean to our Members and our way of managing the certification process at the PHRA.

During our most recent Annual Conference, several Board Members and I had the opportunity to address our member's questions and concerns with the creator of SHRM's competency model, Dr. Alexander Alonso, Vice President for Research and the head of examination development and operations for SHRM's certifications. After speaking with Alex, we now have a clearer understanding about why SHRM developed this new competency and knowledge-based certification, what the advantages are and how the credentials are being accepted in the global marketplace.

Following our conversation, I believe we all came away with the belief and understanding that possessing the SHRM-CP or SHRM-SCP credential will clearly be the new signification to the marketplace that you are a recognized expert and leader in the HR field, just as the PHR, SPHR, GPHR, HRBP, HRMP and IPMA-CP have been to this point. The new SHRM certifications are already supplanting other certifications in the marketplace and it will be important to HR professionals in the future to be able to list these new certifications as part of their qualifications. Simply put, this initiative will be completed and accepted by the global marketplace as the new standard for HR.

Key Takeaways

- The SHRM-CP and SHRM-SCP are credentials that are based on the current HR landscape. This certification is 100% focused on the competencies and knowledge all HR professionals need to lead in today's business community.

- These certifications are based on one single, comprehensive SHRM Body of Competency and Knowledge™ (SHRM BoCK™) and are relevant worldwide, giving profes-

sionals the recognition and flexibility to use their knowledge, skills and competencies anywhere their career takes them. Based on solid statistical data, the competency model has demonstrated that if you are proficient in the competencies highlighted in the assessment, you will be 35% more effective than your colleagues that may not possess these competency proficiencies.

- SHRM-CP and SHRM-SCP tests competencies as well as knowledge and their application, to ensure the HR professional's ability to demonstrate what they know and what they can do with their knowledge in the variety of situations they encounter. 80% of the assessment has proven to be directly job relevant.

- SHRM-CP and SHRM-SCP are based on in-depth research focused on—and backed by—global employers and business leaders. 15% of global employers are already looking for this certification and SHRM expects this number to increase dramatically over the next two years. Employers feel this certification reflects what HR practitioners need to know to be leaders in their organizations and in the profession.

- The eligibility requirements minimize barriers to participation and reflect current HR roles. The exam windows provide accessibility and flexibility for all eligible professionals worldwide. In addition, the new exam is affordable, making certification attainable by more professionals.

- By creating a consistent certification path for HR professionals around the world, SHRM will deliver a new global standard. To ensure worldwide recognition of the new certification, SHRM anticipates seeking accreditation from the American National Standards Institute (ANSI) and/or the National Commission for Certifying Agencies (NCCA). This accreditation application will most likely be completed within the next 12 months.

PHRA and SHRM are proud of your achievements and recognizes the time, money and energy you have invested in your current certification. If you are a current holder of an HR generalist certification (including: PHR, SPHR, GPHR, HRBP, HRMP and IPMA-CP) which you obtained by January 31, 2015, you are eligible for SHRM's new certification—at no cost—by complet-

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HEALTH FSAS DURING FMLA

The Family Medical and Leave Act (“FMLA”) rules impact all employer-provided health plans – including health Flexible Spending Accounts (“FSAs”) sponsored by employers with 50 or more employees. <http://www.iwpubs.com/Templates/8001/> In general, FMLA requires employers to continue health coverage for employees during an FMLA leave. Employers must continue to offer the same health coverage that the employee had at the start of the leave at the same active employee contribution rate (i.e., on the same terms and conditions as active employees not on FMLA leave). Any changes in the health plan during the leave – such as a change in benefits at the beginning of a new plan year – will apply to employees on FMLA just as it applies to employees not on FMLA leave. Employees must be permitted to terminate coverage at the beginning of an FMLA leave, and those who terminate coverage at the beginning of the leave must be permitted to reinstate the same coverage at the end of the leave. This article will focus on the treatment of health FSAs during FMLA leaves.

Although the Department of Labor (“DOL”) writes most of the rules that govern FMLA, the Internal Revenue Service (“IRS”) writes the rules that apply to an employer’s cafeteria plan and thus to health benefits provided through a cafeteria plan. Since the overwhelming majority of health FSAs involve employee salary reduction elections, both the DOL rules and IRS rules apply. The DOL’s FMLA regulations are intended to be a basic level of protection. Employers must follow the FMLA rules at a minimum, but are free to be more generous. However, if the employer uses a more generous set of rules for another type of leave – such as a personal leave – then the employer must use the more generous rules for FMLA leaves as well. In contrast, the IRS rules such as the election change rules are often a maximum.

There are three key areas where both the DOL and IRS rules apply: (1) contribution payment options, (2) the uniform coverage rule, and (3) election change rules.

Contribution Payment Options

Permissible payment options for employee health FSA contributions during FMLA leave are the same as for other types of health coverage: pay-as-you-go, pre-payment, and/or catch-up. An employer must allow employees to use the pay-as-you-go option and may offer either (or both) of the other two options. When the employer offers both the pre-payment and catch-up options, the employee has the ability to make any contributions to continue coverage during the FMLA leave either before the

leave begins (pre-pay) or after the employee returns from leave (catch-up). In both cases, the employee is able to make the contributions on a pre-tax basis via salary reduction. The same is not true of the pay-as-you-go option unless the employee is receiving compensation from the employer such as pay for vacation days or sick days; otherwise, the employee must pay contributions with after-tax dollars.

When an FMLA leave straddles two plan years – for example an employee enrolled in a calendar year plan is on FMLA leave in December and January – the pay-as-you-go and catch-up options are not affected. However, pre-payment would only be available for the month of December. The plan must then use either pay-as-you-go or catch-up for January.

Uniform Coverage Rule

When an employee enrolls in a health FSA, the employee elects a dollar amount such as \$1,200 for the period of coverage. Benefits are payable based on the date a service is provided, but are also subject to a maximum dollar reimbursement which must be available at all times during the period of coverage. For example, if the employee elects \$1,200 for the plan year, the entire \$1,200 must be available starting on the first day of the plan year. But what happens if the employee chooses to terminate health FSA coverage at the beginning of an FMLA leave? If an employee who elected \$1,200 terminates participation when the leave begins and does not reinstate coverage upon return from leave, then the plan will reimburse expenses incurred prior to the date the employee terminated participation up to the \$1,200 maximum. The salary reduction amount will be equal to the amount that has been paid before the leave began.

The situation becomes more complicated if the employee terminates participation at the beginning of an FMLA leave and chooses to reinstate coverage upon return from FMLA later in the plan year. The plan will pay expenses while the employee was participating, but will not pay expenses incurred during the leave when the employee was not participating. So how does the plan administer the uniform coverage rule? What is the maximum dollar amount available? Under IRS rules, the employee must be given a choice of the full election amount or a pro-rated amount based on the period of participation.

For example, let’s assume that an employee made a \$1,200 election under a calendar year health FSA plan, has a two-month FMLA leave during September and October, the employee does not continue participation during the leave, and the employee reinstates

participation when he/she returns from leave. This employee must be given choices to:

- Reduce the election amount on a pro-rata basis. Since the employee participates for 10 months (January through August and November through December), the reduced election amount would be \$1,000 ($(\$1,200 \div 12) \times 10$). Because of the uniform coverage rule, the entire \$1,200 must be available to the employee for the first eight months (i.e., January through August). However, once the employee returns from FMLA leave, the total amount available would be \$1,000 minus any amounts paid for the first eight months of the year. If the FSA is funded via salary reduction, the employee’s contribution on a monthly basis would be \$1,000 for the year (\$100 for each of the 10 months the employee participated). Under this option, the employee would contribute the same each month – both before and after FMLA leave – but the total amount contributed would be reduced. OR

- Retain the original election amount and increase contributions accordingly. The entire \$1,200 must be available during the 10 months the employee is participating. For example, if the employee terminates health FSA participation when the leave begins (at the beginning of September in this example) and reinstates coverage after the FMLA leave ends (at the beginning of November in this example), to determine the adjusted amount of contributions, the total contributions for the first eight months is determined ($\$100 \times 8 = \800). Then, that amount is subtracted from the original election amount ($\$1,200 - \$800 = \$400$). That result is divided by the months remaining in the year to establish a new monthly contribution for the remaining months ($\$400/2 = \200). The employee’s contributions would be \$800 for January through August ($\$100/\text{month} \times 8 \text{ months}$), \$0 for September and October, and \$400 for November and December ($\$200/\text{month} \times 2 \text{ months}$) so that the total salary reduction amount would be \$1,200.

Regardless of which option the employee selects, expenses incurred during the leave would not be reimbursable.

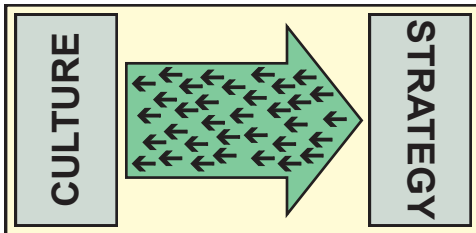
Election Changes

The IRS rules permit termination and reinstatement of health coverage including health FSA coverage for FMLA leaves. IRS rules for other election changes are more complicated. And unlike the DOL rules for FMLA leaves, the IRS election change rules represent a maximum rather than a minimum – an employer may not use a more liberal set of rules. An employer may do less – i.e.,

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CULTURE EATS STRATEGY FOR LUNCH

During a recent discussion about what it means to be a strategic HR Business Partner, we spent some time talking about the role intangibles play in the market value or total worth of a company. One fact we mentioned was that non-financial (intangible) considerations constitute 35% of investor decisions. Another was that for every \$6 of market value, only \$1 occurs on the balance sheet. The other \$5 are based on intangibles. One of the specific intangibles we discussed was culture. This article talks a bit more about culture, its impact on business strategy and stakeholder value, and, the strategic opportunity it represents for HR leaders.



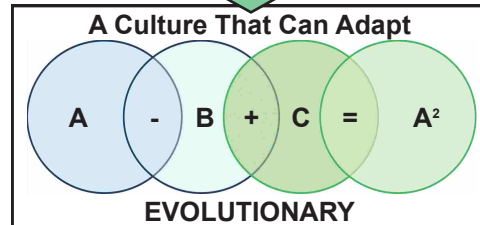
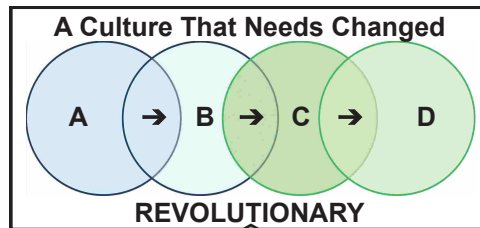
Culture may be seen as a fuzzy concept but it certainly has some clear consequences for an organization's business strategy and related results. Today we look at two aspects of culture that can turn this soft topic into a competitive edge for business.

Strategy Requires Change

To begin, strategy is inherently about change. It's about making choices and decisions that help the organization do something different, faster, better, new, cheaper, sooner, bigger, in a new or different area, with new or different people, etc. Any strategy that does not entail some degree of change is not likely to deliver different results. In considering or discussing strategy, HR leaders can help their business leaders stay focused on a few key realities:

- Up to 90% of all strategies don't deliver their intended value; and culture is often a key reason for it.
- Strategy can only deliver the change that a culture can adapt to.
- As strategies unfold or evolve, cultures must also – to some degree – evolve or adapt.

The mistake organizations often make is stressing or obsessing about how a culture must "change." When companies talk about changing their culture, the inference is that the current culture is not right, not successful or is no longer relevant. In effect they're saying that all the things (practices, policies, products, people, etc.) that got them this far aren't enough or need to be replaced. That approach creates resistance which can be significant.



Instead, most organizations should be talking about fine-tuning, augmenting or evolving their culture. The goal is not to replace culture A with culture D. The goal is to keep those aspects of culture A that are still effective, abort those practices that are no longer effective, and add to them new or somewhat different aspects that enable the company to better compete and succeed in a changing business environment. In most situations, the goal or challenge isn't to change the culture as much as it is to have a culture that can adapt to changes.

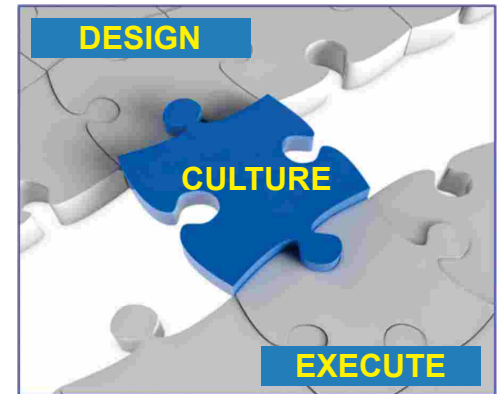
Culture Enables Execution

Another aspect of culture that can create competitive advantage is the impact it has on strategy execution. Most senior teams spend far more time developing strategy than they do planning for its effective implementation. Ironically, more strategy failures or shortfalls are due to execution than design. Strategies might get created at the C-Level, but they live or die at the ground level – where employees' daily effort and commitment spell the difference between great and poor execution. Business books are full of brilliant strategies that fell short because the culture of the organization couldn't or wouldn't support its implementation.

So HR leaders can help their organization's strategic efforts by first helping the senior leadership team understand what culture is in practical terms and how it operates at the ground level. Often defined as "how we do and say things here," culture is:

- The unwritten and unspoken rules that people follow
- The conscious and unconscious things they do and say
- Continuously created by every person in their day-to-day participation in the organization

- Something that operates at a deep level, not necessarily visible
- The cumulative effect of all the above



HR leaders can then help their senior leadership teams by taking a realistic look at the organization's key culture variables and evaluate their impact on the execution of its business goals. Some important questions HR can and should be asking include, but are not limited to, the following:

1. How would you describe our organization's culture? What makes you see it that way?
2. What appeals the most and least to you about it?
3. How would you describe our organization's approach to decision making?
4. What type of people seem to have the informal power or clout in our organization?
5. What employee qualities would you say are most valued and rewarded here?
6. What do you think new hires have been most surprised about when they come here?
7. How do you think the organization's leadership sees our culture?
8. What about our customers – how do you think they see it?

Knowing the answers to those questions and other execution-related questions, HR can help define the gap between the culture's current state and desired state, translate that gap into its impact on alignment and execution, and, identify ways to close the gap. Many of the tools needed to do that fall squarely within the HR leader's skill set and tool box. The intended outcome is an organizational culture that is aligned with and capable of executing the organization's strategy. We have worked with dozens of companies on improving their culture-strategy connection. Let us know if we can help you with yours.

Bill Thomas
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MENTORING TO MAKE A DIFFERENCE

Mentoring is powerful stuff. It's been shown to be among the most effective ways to positively impact another's life. Its benefits are evident for both those who receive mentorship and those who give it. Yet the time commitment it requires has held back many willing to help.

Coffee is powerful stuff. While it can help us wake up or get through a trying day, it can also bring people together in meaningful ways. A coffee shop is often the stage for business meetings and friends bonding.

What if you could condense the essence of mentoring into the time it takes to have a cup of coffee? What if three get-togethers in a coffee shop could provide the guidance that could help an unemployed or under-employed woman to make the next step? For those motivated to make a change, it could be transformative.

Pennsylvania Women Work thinks you can make a difference with three potent meetings. Its 3 Cups of Coffee © program puts women job-seekers across a café table from an experienced and caring professional for three hour-long conversations. The guidance, advice, and networking that result can change a woman's life.

With your participation, we can create more success stories. Together, we can match the ambition of women who've made the choice to change their lives through employment with opportunity and support, one cup of coffee at a time.

To learn how you can get involved, contact Kathi Finch at 412-904-1345 or <mailto:kfinch@pawomenwork.org>

UPCOMING DEADLINES

Keeping track of all of the compliance requirements that face employers sponsoring health and welfare plans has always been a challenge. The additional requirements imposed on employers by the Patient Protection and Affordable Care Act ("PPACA") has added significantly to the burden. Each month this article will provide information on deadlines that are coming up in the next three months for a calendar year plan. Key requirements for November and December 2015 and January 2016 are listed below.

Dates are based on the timing for a calendar year plan (except as noted); employers with non-calendar year plans will need to modify dates as appropriate.

Deadlines for November and December 2015 and January 2016

- November 16, 2015 (because November 15, 2015 is a Sunday) – due date for self-insured primary medical plans subject to the Transitional Reinsurance Fee to provide the total number of covered lives for the first nine months of 2015 on the Pay.gov website. The ACA Transitional Reinsurance Annual Enrollment Contributions Submission Form is expected to become available on October 1, 2015.

- December 15, 2015 – deadline for providing the Summary Annual Report (SAR) for calendar year plans that extended their Form 5500 filing for 2 – months.

- December 31, 2015 – deadline for annual notices including CHIPRA and the Women's Health and Cancer Right Act unless those notices were included as part of annual enrollment.

- December 31, 2015 – deadline for self-insured non-federal governmental plans to provide HIPAA opt out notice to employees.

- January 15, 2016 – first payment of Transitional Reinsurance Contributions

due.

- February 1, 2016 (because January 31, 2016 is a Sunday) – due date to provide Form W-2 Wage and Tax Statement, Form 1095-B Health Coverage (by certain self-insured health plans), and Form 1095-C Employer-Provided Health Insurance Offer and Coverage (by applicable large employers) to employees. (Note: This deadline to provide Form 1095-B or 1095-C may be extended by a maximum of 30 days by sending a letter to the IRS.)

Note: November 5, 2015 was originally the deadline for small health plans to obtain a Health Plan Identifier Number ("HPID"). Large health plans originally had a deadline of November 5, 2014. Guidance issued on October 31, 2014 delayed both of these deadlines until further notice.

2016 Medicare Values

Updated values for Medicare are generally released in early to mid-November each year. Updated values for Medicare Part D (drug coverage) are released in May.

Ongoing Activities (Selected)

Many compliance requirements apply every month. Some of the key ongoing requirements are:

- Marketplace notices - to all newly hired employees within 14 days of hire
- Provide the following materials when an employee becomes eligible for/enrolled in the health plan:
 - ◇ Summary of Benefits and Coverage ("SBC") – upon eligibility
 - ◇ HIPAA Privacy Notice – upon enrollment
 - ◇ COBRA General (Initial) Notice – to employee (& spouse if married) – upon enrollment
 - ◇ HIPAA Special Enrollment Rights Notice – upon eligibility
 - ◇ Medicare Part D certificate of creditable/noncreditable drug coverage – upon enrollment

In addition to federal requirements, some states have additional requirements such as reporting on the availability of dependent health coverage. Employers should check with their state(s) to determine what requirements and deadlines will apply. Note: We include information about the above required communications indicating whether the requirement is triggered by the employee's eligibility or enrollment in the plan. Exact timing varies by requirement.

Our list focuses on major federal and, in some cases state, requirements that will impact a significant number of employers. It is not intended to be a comprehensive list.

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HEALTH FSAS DURING FMLA

Continued from page 3

the employer may permit fewer election changes than the IRS rules allow (as long as the employer complies with other applicable laws).

The IRS list of change in status events that may permit a new cafeteria plan election include commencement and termination of an unpaid leave (FMLA or other type of leave) as a change in status that may permit a new election. IRS rules also permit a new election during any period of FMLA leave – paid or unpaid –but only if there is another event that permits a change under IRS rules. For example, if an employee gets married or divorced during an FMLA leave, the rules for changes in the event of marriage or divorce would also apply during an

FMLA leave.

In all cases, the consistency rule applies, and the cafeteria plan must also permit the change.

Action Steps

Employers should be careful to review all applicable rules for handling FSA contributions before, during, and after an FMLA leave. Options for paying for coverage during leave must be provided in writing when FMLA leave commences. Employers should also carefully communicate the impact of discontinuing FSA contributions during FMLA leave to avoid employee confusion over permissible reimbursements if an employee chooses to discontinue FSA benefits during FMLA leave.

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DEATH, TAXES AND JOB APPLICATIONS

THE SIMPLE TRUTH THAT CANDIDATES DREAD APPLYING TO YOUR COMPANY

Job seekers consider going to the DMV, doing their taxes and dealing with a car salesman less difficult than applying for a job, according to a 2014 Candidate Behavior Survey collected by CareerBuilder®.

The importance of employee and candidate engagement and how to leave job seekers with a positive impression of your brand regardless of the interview outcome was the topic of "Engage First, Then Hire!", a breakout session held on Oct. 1 at the PHRA Conference. In front of a standing room audience, Preston Ciranni, Greg Crossey & Wendy Maletta of NFM Group, along with Vicki Clites of Giant Eagle, shared how they successfully partnered to create an engaging brand experience that also provides an effective way to recruit and hire for critically needed positions.

Twenty-nine years of NFM Group success in producing meaningful brand experiences has proven that when an event attendee leaves with a positive view of the company, sales ultimately benefit. The CareerBuilder® survey confirmed that candidates who leave an interview with a positive view of the company are 69 percent more likely to buy from the company they interviewed with.

Successful hiring events provide applicants and guests with a variety of ways to learn about your brand, while giving your recruiters and leaders strong opportunities to learn more about the applicants.

NFM's philosophy is that each activity during a hiring event must be experientially aligned with the company's culture, brand and values.

By applying this philosophy, our hiring events have averaged a 3:1 applicant-to-offer ratio and cost-per-hire savings of over 40 percent.

We also apply the knowledge that generating and maintaining employee passion for their employer is equally as important as fostering it during the hiring process. According to a 2014 study by Deloitte Global, 78 percent of business leaders rate retention and engagement as urgent or important.

NFM is proud to be a Business Partner of PHRA and a Bronze Level Sponsor in our inaugural PHRA Annual Conference. We're thankful that Vicki provided her experience, humor, and insight to our presentation and we enjoyed making many great contacts through PHRA.

ESSENTIAL HEALTH BENEFITS BENCHMARK PLANS

In September, the Department of Health and Human Services compiled a list of proposed state essential health benefits (EHB) benchmark plans for 2017. This marks the first update to state EHB benchmark plans since the inception of the Patient Protection and Affordable Care Act (PPACA).

PPACA introduced ten categories of EHBs that must be covered by non-grandfathered health plans in the individual and small group markets. The ten EHBs are (1) ambulatory patient services; (2) emergency services; (3) hospitalization; (4) maternity and newborn care; (5) mental health and substance use disorder services including behavioral health treatment; (6) pre-

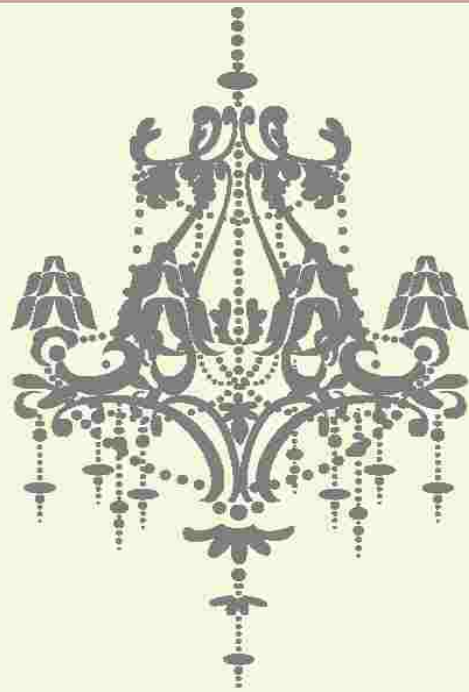
scription drugs; (7) rehabilitative and habilitative services and devices; (8) laboratory services; (9) preventive and wellness services and chronic disease management; and (10) pediatric services, including oral and vision care. PPACA requires each state to define the scope of coverage in each of these categories by selecting a "benchmark plan. States are also permitted to require categories of EHBs in addition to those mandated by PPACA.

For plan year 2017 and beyond, the EHB benchmark plan will be a plan that was sold in 2014. For plan years 2014 through 2016, the EHB benchmark plan was a plan that was sold in 2012.

HHS has added a list of the proposed

state benchmark plans for 2017 to the list of state benchmark plans for plan years 2014-2016, which can be accessed at <https://www.cms.gov/ccio/resources/data-resources/ehb.html>. With regards to the proposed EHB benchmarks for 2017 and beyond, the information provided includes: (1) a summary of the plan's coverage of certain benefits that appear on the Plans & Benefits Template, including a list of covered prescription drug categories and classes; and (2) supporting plan documents that provide detail regarding all plan coverage, limits, and exclusions. An updated list of state-required benefits will be posted at a later date.

Arthur J. Gallagher & Co.



CELEBRATE 100 YEARS
WITH YOUR PHRA COLLEAGUES

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DRESS AS A GANGSTER
OR A SILENT SCREEN STAR

IT'S GOING TO BE FUN- NO MATTER THE DRESS.

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No flapper attire?
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December 10, 2015
5:30 PM
Doubletree Greentree
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Pittsburgh PA

ROARING FUN TO FOLLOW
\$20 per Ticket

All guests will receive a \$20 membership coupon for 2016

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Romayne Abbott, PHR.....Extrel CMS LLC
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Matt Benson, PHR|SHRM-CP.....Allegheny Intermediate Unit
John Bernatovicz.....Willory
Meghan Bowser
Lark Bunting.....Pittsburgh Post-Gazette
Brady Butler
Emily Calhoun.....Mylan
Ron Clausen.....Pittsburgh Post-Gazette
Brandon ConroyBuck Consultants, a Xerox Company
Mandy Croft
Donna Cruse
Diane Daly, PHR.....Lawrence County Association for Responsible Care
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Angela Hersman
Laken Higgs
Jessica Horvat.....Mountaineer Keystone
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Karen Kozora.....Student-La Roche
Janet Kuruce.....Pittsburgh Post-Gazette
Kelly Lauer
Michele Lebau, PHR|SHRM-CP.....NVR, Inc (Ryan and Heartland Homes)
Lora Lucente
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Brooke McKee.....Federated Investors, Inc.
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Ilene Schwartz.....BPU Investment Management, Inc.
Michelle Smith.....All-State Career School
JW Waudby.....SERVPRO Metro-Pittsburgh
Kathleen Wieland. Allied Insurance Brokers

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!

November 17

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

Online
12 noon to 1:00 p.m.
HRCI & SHRM Credit

November 18

Valuing Individual Preferences to Optimize Employee Engagement

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

December 1

Workforce Diversity and Inclusion: Creating and Sustaining a Diverse, Inclusive and Productive 21st Century Business

Hotel Monaco Pittsburgh
5:00 p.m. – 7:00 p.m.

December 10

PHRA 100 Year Celebration

Doubletree – Green Tree
5:30 p.m.

Stay tuned as we plan our 2016 Event Calendar! You can look forward to:

- One-day conferences
- Webinars
- An array of in-person Learning & Professional development workshops
- Networking events
- HR Certification preparation opportunities
- Community service events
- Engaging Pittsburgh: It's All About The People! Awards
- Annual Golf & Bocce Outing
- 2016 Annual Conference & Exhibition
- PHRA Holiday Party
- And so much more!

POINT of VIEW

Continued from page 2

ing the following three simple steps by December 31, 2015:

1. Document that your current certification is in good standing.
2. Sign the SHRM Code of Ethics.
3. Complete a brief online tutorial focusing on HR competencies. <http://www.shrm.org/certification/pathway/pages/default.aspx>

Once you complete this process, you will earn the new SHRM credential and begin a three-year SHRM recertification cycle. Please take a moment after the tutorial to update your credentials in your PHRA profile. SHRM will provide incentives to our chapter for each certified member that completes the tutorial. PHRA will use these incentives to enhance our programming options.

For those members that are not currently certified, SHRM experts will be coming to Pittsburgh, November 9-11, for a three – day intensive seminar providing a detailed and comprehensive review of the SHRM Body of Competency & Knowledge. Here are the registration details: http://www.pittsburghhra.org/resource/resmgr/Event_Ads_2/SHRM_Cert.png

All of PHRA's professional development offerings will be approved for recertification credits towards the SHRM-CP and SHRM-SCP. We will also maintain our valued approved provider status through HRCI, supporting the PHR and the SPHR, until we receive notice from SHRM that we can no longer support HRCI's credentials. This is a question that has yet to be answered, but rest assured that we will follow up with SHRM until we have an answer.

At the end of the day, it's apparent that times are changing. If you are a current certification holder, I strongly encourage you to complete the process outlined above before the end of the year. When times are changing, sometimes it's best to jump on board when it is to your advantage, rather than wait until the train has left the station. There is no doubt that the SHRM Certification train has a head of steam and I hope you take advantage of this short-lived, no cost opportunity to jump on board!

Hope to see you at our 100th Anniversary Celebration on December 10. 100 years is a BIG DEAL!

My very best regards,

Jeff Dressler

Jeff Dressler
Managing Director, Pittsburgh
Coleman Search Consulting

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