PERSPECTIVES

MAY 2016

PHRA
PITTSBURGH HUMAN RESOURCES ASSOCIATION

AFFILIATE OF
SHRM
SOCIETY FOR HUMAN RESOURCE MANAGEMENT

POINT OF VIEW

Jeff Dressler, President, PHRA

Now More than Ever, Companies Prove that Pittsburgh is all about the People!

We are in the decade of human capital, a time when talent is seen as the real power behind businesses and organizations are drawing clearer lines between people strategies and business success. PHRA's Executive Director, Liz Lamping and I recently spoke with Senior HR Leaders in Pittsburgh to discuss where their critical challenges fall and human capital topped the list. Moreover, the SHRM Foundation and the World Economic forum recently ran surveys concluding that talent, not financial capital would be the key link to innovation, competitiveness and growth in the 21st century.

On Thursday, April 20, 2016, PHRA hosted the **2016 Engaging Pittsburgh: It's all about the People! Award Celebration.** PHRA member's learned first-hand how organizations in our region have recognized that finding, developing and engaging talent for business outcomes is the most critical aspect of their business today.

The accomplishments of all 18 finalists were shared by Bill Flanagan, Executive Vice President for Corporate Relations for the Allegheny Conference on Community Development. **Eat'n Park Restaurants, LunaMetrics** and **TiER1 Performance Solutions** received the **2016 Engaging Pittsburgh: It's all about the People! Award**.

The overall award recipient was **Eat'n Park Restaurants**. Their goal was to provide the safest possible environment for their team members and guests. Whether that "safe environment" has to deal with food safety, guest safety, team member safety, or even community safety, they pride themselves on being able to say that "Eat'n Park is not only a safe place to eat, it is a safe place to work."

LunaMetrics and **TiER1 Performance Solutions** were the Engaging Pittsburgh runners-up. **LunaMetrics** seeks to increase employee retention and motivate individuals by focusing on key improvements in the areas of Education, Information, and Environment. At **TiER1 Performance Solutions**, their mission is to improve the performance of organizations through the performance of people, and they apply the same mission to their employees, not just the clients they serve. As more organizations move beyond just focusing on physical wellness and begin to focus on holistic well-being, they are proud to be ahead of the curve. Their focus is on taking care of each employee and recognizing the factors that affect their well-being as well as their performance at work.

It's important for employers and their leadership teams to understand the link between a successful organization and its employees' performance. 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. The organizations highlighted this year support employee involvement, life-long learning and improved work life balance, and provide recognition to employees for reaching and successfully achieving personal and company goals as well.

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.

All of the 18 organizations recognized on April 20th will be highlighted on our website www.PittsburghHRA.org, EVENTS, Engaging Pittsburgh.

Over the next 12 months I invite you to consider what your organization does or CAN DO to show that Pittsburgh really is all about the people! I hope you join us as a participant in the Engaging Pittsburgh Campaign in 2017.

My very best regards,

Jeff Dressler
PHRA President

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PHASE 2 HIPAA AUDITS ARE COMING!

Arthur J. Gallagher & Co.

On March 21, the Department of Health and Human Services' Office for Civil Rights ("OCR") announced the launch of its Phase 2 HIPAA audit program.

OCR is the agency responsible for providing guidance and enforcing HIPAA's Privacy, Security and Breach Notification requirements. OCR completed 115 audits in its Phase 1 audit program, which was the pilot project intended to help OCR develop and test audit protocols. OCR is expected to use what it learned in Phase 1 to conduct Phase 2 audits. Every covered entity, such as an employer-sponsored health plan, and business associate is eligible for an audit; however, there is an exception for an entity that is already undergoing a compliance review or that has an open complaint.

Phase 2 will include three types of audits: (1) a desk audit for covered entities, (2) a desk audit for business associates, and (3) onsite reviews. OCR anticipates that most of the audits conducted during the initial phase of its Phase 2 audits will be desk audits rather than onsite reviews. However, an audit that begins as a desk audit may become an onsite audit if there are numerous discrepancies uncovered during the desk audit.

Audit Process

OCR is currently in the process of identifying covered entities and business associates that may be audit candidates. As a first step, OCR is seeking to obtain and confirm appropriate contact information. OCR has already started sending emails requesting contact information (click here to see the sample email letter). The OCR email letter provides links for entities to use to respond with contact information and requests a response within 14 days. A "yes" link is to be selected if the person receiving the email is the primary contact and a "no" link if someone else is the primary contact. If OCR does not receive a response it will use publicly available information about the entity when creating the pool of potential auditees. As a result, entities that do not respond to OCR's email may still be selected for an audit.

Because the OCR communication is being done via automated email, it may get caught in an organization's spam filter. Covered entities may want to check spam folders on a daily basis to see if they have received a communication from OCR. [Note: Spammers may send emails that purport to come from OCR. Covered entities should verify that any links (or attachments) contained in an email that purports to be from OCR are not malicious.] OCR states that covered entities should respond to the request for contact information within 14 days. Although the letter does not specify, it would be prudent to assume that 14 days means 14 calendar days rather than 14 business days.

Once OCR has obtained entity contact information, an audit pre-screening questionnaire designed to gather data about the size, type, and operations of potential auditees will be sent to covered entities and business associates. The pre-screening questionnaire process is divided into 4 parts: instructions, contact/entity information, questions, review, and submit. Click here to view the pre-screening questionnaire. The first four questions are general and apply to all covered entities and business associates. Questions 5 through 13 are for healthcare providers, 14 through 19 apply to group health plans, questions 20 through 23 are for healthcare clearinghouses, and questions 24 through 30 are for business associates. When responding to questions 14 through 19, group health plans will need to provide information about the number of members covered (unfortunately, the instructions do not indicate if "members" refers to participants or covered individuals), the average number of claims processed monthly in the most recent fiscal year (group health plans will want to request this information from the claims payer), the total revenue for the most recent fiscal year (unfortunately, "revenue" is not defined – it may refer to the total cost of the plan or it may refer to paid claims), whether the plan sponsor receives only summary data, and whether the group health plan uses a Third Party Administrator ("TPA") to process claims. If the group health plan uses a TPA (or other entity) to process claims, it must provide the name, address, email address, phone number, an alternate contact and an appropriate contact person at the TPA or other entity. A template that covered entities may use to provide information about their business associates is also available; click here to access the template. OCR will then select entities for audit by obtaining a random sample of entities in the audit pool using criteria including:

– Size of the entity;

– Type of entity and relationship to individuals;

– Whether an organization is public or private;

– Geographic factors;

– Affiliation with other healthcare organizations; and

– Present enforcement activity with OCR (although OCR will not audit an entity that has an open complaint is or undergoing a compliance review).

Entities selected for an audit will receive an additional email communication notifying them of their selection for audit and requesting documents. Covered entities (and business associates) will then have 10 business days to provide the information requested. All documents submitted must be in digital form via OCR's new audit portal.

OCR auditors will review the documents submitted and provide the auditee with draft findings. The auditee will then have 10 business days to review and make written comments on the draft report. The auditor will complete a final audit report within 30 business days after receiving comments from the auditee. OCR will share a copy of the final report with the auditee.

Onsite audits are expected to last three to five days and be more comprehensive than desk audits. An organization could be selected for both a desk and an onsite audit. Information about the audit process and the new audit protocols is now available on the OCR's website. Click here to access information about Phase 2 audits on the OCR website. Click here to see the audit protocols. OCR seeks comments about the protocol via email at OSOCRAudit@hhs.gov.

Action Steps for Employers

Since it's impossible to know exactly who will be selected for an audit, it would be prudent to be prepared. Most employers have already taken steps needed to comply with HIPAA's requirements, but employers may want to review (and may need to update) their processes, procedures, and/or documentation. Some things entities may want to consider doing:

- Alert members of Human Resources or Benefits that they may receive an email from OCR seeking contact information. Covered entities may also want to alert senior management since a member of senior management could be a recipient of the email if OCR does not have accurate contact information for the covered entity. OCR has not specified the source it is using for contact information, but has said that it will use "public" information. Such "public" information could include members of senior management.

- Since the communication from OCR will be an email and there is some chance that spammers may send similar emails with the potential for malicious software or phishing, some entities may want to send an organization-wide email alerting employees to not respond to emails that purport to come from OCR and not to click on any links or open attachments, but to contact HR or IT if they receive such an email.
- Have a current list of business associates with contact information readily available. OCR has stated that they will request this information as part of pre-audit questionnaire. With only 14 days to respond, it's best to have a current list already available. Not having business associate agreements can be expensive as one covered entity recently discovered ($1.55 million for failing to enter into a business associate agreement with a major contractor and failing to institute an organization-wide risk analysis).
- Make sure that up-to-date copies of materials and documentation are readily available including:
  - Privacy, Security, and Breach Notification policies and procedures.
  - Confirmation of employee training on the entity's policies and procedures (Note: HIPAA requires training on the entity's policies and procedures, not just general HIPAA training.)
  - Documentation of requests for access to PHI along with the entity's response.
  - Records of any unauthorized disclosures of PHI.
  - Results of Security risk analyses and any corrective action taken. The lack of a Security risk analysis has cost more than one covered entity a lot of money in penalties and required corrective action plans.
  - Documentation of the Security management process established based on Security risk analysis.
  - Documentation of investigation of any potential Breaches.
  - If a Breach occurred, documentation of required notifications and any steps taken to mitigate potential harmful effects.
  - Copy of the Notice of Privacy Practices.
- Review the audit pre-screening questionnaire and collect information that will be needed if the group health plan receives the questionnaire from OCR.
- Consider using the template provided to store information on the group health plan's business associate(s). Group health plans need to maintain this information in any event; keeping the information in this format will make it easier to respond if a pre-screening questionnaire is ever received.
- Review the new HIPAA protocols on the OCR website.

The best time to review existing policies, procedures, and documentation to make sure everything is up-to-date is **before** receiving an email communication from OCR. While it will be necessary to be transparent about when such updates occurred in the event of an audit, having things in order before the email is received is likely to make a better impression on OCR than updating them (or worse, creating them) after the email is received.


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MAKING EMPLOYEE RECOGNITION PERSONAL

Emily Yarbrough, *yarbrough_emily@cat.com*, Talent Development Consultant, Caterpillar, Inc.

The subject of employee recognition is one that emits a number of different responses from each individual depending upon their unique perspective. There are various opinions on how recognition should be shown and what the role should be of the company and its managers. If asked, most people can provide you an example of both a positive and negative manner in which they have been recognized in the past, or have seen others be recognized. We know that recognition is one area that can make a big difference in daily work life as it can help to increase productivity, motivate employee performance and increase engagement.

According to research from the Society for Human Resource Management (SHRM), 80% of companies have developed some type of employee recognition program and 58% of companies link their programs to their organizational values. Connecting their values and behaviour can allow a company to show appreciation for the hard work of employees while at the same time, reinforcing their company values. Recently my facility developed a recognition program that ties employee behaviour to our strategy and values. When submitting an individual for recognition, the nominator will identify what type of behaviour the employee exhibited and how that fit into our company strategy and goals. In this way we anticipate it will help to eliminate the generic "great job", which can be a recognition pitfall if not sincere or tied to specific actions.

In the past employee recognition seemed to focus on small gift items or monetary awards but there's a shift taking place that may alter the way that HR professionals address recognition in their company. In a former role I recruited at various universities and it was almost as if the change happened overnight. One year I couldn't stock my table with enough small giveaway items, the next I couldn't get any students to accept more than a pen. Instead they were focused on the company; what we did, what career opportunities we could offer, and what type of training would be available to them. As the average workplace now spans multiple generations and cultures, it is important to examine what motivates and inspires individual employees. In showing your appreciation for a job well done it makes sense to start by considering what the employee would value most. Many companies have already made the move in this direction offering everything from an employee's choice of item from a company catalogue, flexible schedule arrangements, or a letter of appreciation sent to the employee's family to share their accomplishments. One of the most consistently mentioned forms of preferred recognition was a personal and sincere "thank you". By taking the time to recognize the specific efforts of an employee in a timely way, it shows that the work and hours they spent were noticed and valued and that can go a long way.

While these recognition actions may seem like simple tasks, there are a large number of managers that lack the experience or resources to motivate their employees through recognition. When rolling out our program, my facility set aside time to provide managers training on effective recognition so that their efforts would be meaningful. In the end, managers are the ones with the most interaction and influence on the daily activities of their team so the impact of how they motivate and encourage can have a polarizing effect on the culture of their team. If it's been a while since your company has focused on this subject, it may be the perfect time to have that conversation or hold refresher training with your managers because while recognition methods may be changing, it's importance in the retention of good employees and increasing engagement has not.

SHRM Employee Recognition Program information source:
https://www.shrm.org/research/surveyfindings/articles/pages/shrm-globoforce-employee-recognition-2015.aspx

WELLNESS PROGRAMS —FINALLY MORE SUBSTANCE THAN HYPE

The concept of corporate wellness programs has been in existence for decades. Because the term has no clear-cut definition, it has been difficult to measure the benefit of such programs.

Due to the near elimination of "capitation" plans, coupled with an increase in companies that self-insure and some objective common sense, companies can now install plans that provide measurable benefits.

An often-cited 2010 study presented in the Harvard Business Review detailed companies with demonstrable financial return after installing effective and efficient wellness programs. Such programs can lead to reduced insurance costs, reduced turnover, less absenteeism and reduced "presenteeism" (a new buzzword capturing employees who are working at a percentage of their capability due to a chronic condition). Most importantly, the HBR study drew a line between wellness components that provide value (in the form of a healthier work force and decreased healthcare costs) and components that didn't provide such value.

The literature on this subject details success in these programs among companies that rely on "disease management" as opposed to "lifestyle management." A random sample of 185 employees at a firm participating in a study, was able to move 57% of the sample from high-risk to low-risk status for cardiac events after simple education and training exercises. The study firm self-reported a savings of $6 in health care savings for each $1 spent on the program. A review of a firm's "DRG" (Diagnosis-Related Group) codes lets a firm know where to target their training and education programs. The article also implores companies to use free or low-cost resources, such as the United States Preventive Services Task Force (USPSTF) guide to diagnostic tests instead of subjecting employees to annual mass screenings and testing that has no evidence of cost savings. Related articles from the HBR asks companies to "do wellness for employees and not to them," and gives an example of the lack of cost savings from the ongoing weighing of employees. To quote: "…if there were a consensus strategy to help an employee population sustain weight loss, we'd know about it by now instead of having hundreds of wellness vendors pitching their own approaches." (Lewis & Khanna, Harvard Business Review; January 14, 2014)

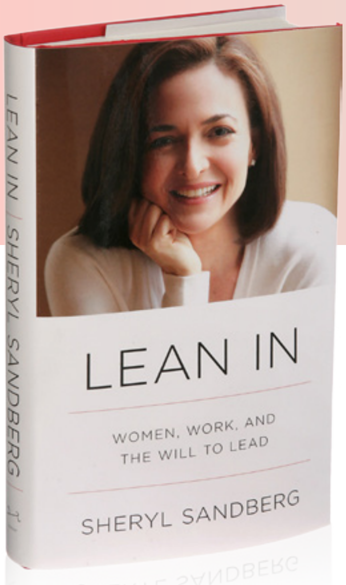
An employer that is self-insured has the best measuring stick to see if program features they installed are working—either they spend more or less on medical bills for the employees and covered lives (the City of Pittsburgh recently returned to self-insured status). After that it gets murky. One of the least effective places for a company to obtain a wellness program is from the entity that sold them health insurance. This would be the equivalent of buying a new bike at the bike shop and paying the shop owner more money to ride it for you. A company buying health insurance should ask the carrier to provide the cost on the literal insurance only—and then have independent and objective vendors provide the preventive health services.

How does one measure wellness components that work and those that don't? A personal trainer coming on-site to preach the importance of exercising adductor muscles three times a week and chastising those who dare work their "bis" and "tris" on the same day, is worthless.

A person who can teach ways to incorporate more physical activity into a busy schedule (which has little to do with gym memberships and trainers) has value. A supplement salesman doing a "Lunch and Learn" about the benefits of supplements is silly. A person who can explain the even sillier Dietary Supplement Health and Education Act of 1994 has value.

In closing, we have to be aware that the cost of healthcare is a function of medical economics, the demographics of any population, reimbursement rates, required coverages, etc. These costs are beyond the reach of even the best designed and operated preventive health program. In light of—or in addition to—a "tighter provider network" companies should still offer such programs with the knowledge the best return will be a healthier workplace with happier, more productive employees who leave the job less often—and a lower turnover rate equates directly to reduced employee costs.

Ken Kaszak is the author of Cut Your Calories…Now!! and an unsuccessful marketer of preventive health programs. A shorter version of this piece appeared in the Pittsburgh Post-Gazette on November 17, 2015.



BOOK REVIEW

LEAN IN: WOMEN, WORK AND THE WILL TO LEAD

Reviewer: Sandra Marsh-McClain, MSHRM

Content Overview:

"What would you do if you weren't afraid?" This questions, found on a motivational poster at Facebook, stirred something within Sheryl Sandberg. The culture of Facebook is one in which people are encouraged to take risks. Sandberg quickly gets at the root of why women hold back rather than "lean in" to leadership possibilities in their careers. Sandberg calls this trend The Leadership Ambition Gap. "Fear is at the root of so many of the barriers that women face. Fear of not being liked. Fear of making the wrong choice. Fear of drawing negative attention. Fear of overreaching. Fear of being judged. Fear of failure. And the holy trinity of fear: the fear of being a bad mother/wife/daughter. Without fear, women can pursue professional success and personal fulfillment-and freely choose one, or the other, or both." (pg. 24) Sandberg, at the conclusion of the first chapter admits that writing the Lean In book is what she would do if she were not afraid.

The remaining chapters examine why women's progress in achieving leadership roles has been delayed, as well as the causes and solutions that can empower women to achieve their full leadership potential. Throughout the book Sandberg weaves together compelling studies and statistics with personal reflections and offers helpful solutions to navigate the leadership gap. "She (Sandberg) provides practical advice on negotiation techniques, mentorship, and building a satisfying career, urging women to set boundaries and to abandon the myth of having it all.' She describes specific steps women can take to combine professional achievement with personal fulfillment and demonstrates how men can benefit by supporting women in the workplace and at home." (Book cover).

Reader's Review:

This book is perhaps one of the best I have read on the subject of leadership. The book is practical and personal. I was most drawn to Sandberg's way of sharing the science behind what is still taking place, regionally and globally, regarding women in leadership roles. But Lean In doesn't just give the reader statistics, the book takes the reader to real-life situations in which Sandberg's leadership suggestions can be put into practice. I did just that by leading a group of diverse leaders (men and women) in my current organization to discuss how we encourage leadership: particularly leadership development for women and cultural diversity.

The most significant chapter for me was the chapter entitled "Working Together Toward Equality." Sandberg presents a realistic vision of what men and women working together to establish equality for all can look like. "Until women have supportive employers and colleagues as well as partners who share family responsibilities, they don't have real choice. And until men are fully respected for contributing inside the home, they don't have real choice either. Equal opportunity is not equal unless everyone receives the encouragement that makes seizing the opportunities possible." (pg. 160). Another personal draw to the book is how Sandberg walks the walk: Sandberg is donating all of her income from the sale of the Lean In book to establish Lean In, a nonprofit organization that encourages women to lean in to their ambitions, and to other charities that support women.

The Author: Sheryl Sandberg serves as chief operating officer at Facebook and has been the leading presence in the development of Lean In Circles (http://leanincircles.org). In addition, Ms. Sandberg has held several leadership roles such as vice president of Global Online Sales and Operations at Google and chief of staff at the United States Treasury Department. Sandberg serves on the boards of Facebook, The Walt Disney Company, and Women for Women International.

EFFECTIVE MANAGERS ARE BORN – NOT MADE

According to recent Gallup research, great managers possess a rare combination of five natural talents. They motivate people, assert themselves, create accountability, build relationships and make sound decisions.

- **Motivator**: They motivate every single employee to take action and engage employees with a compelling mission and vision. They excite and challenge with new levels of achievement.
- **Assertiveness:** They have the assertiveness to drive outcomes and the ability to overcome obstacles, adversity and resistance. They embrace and champion change.
- **Accountability:** They create a culture of clear accountability. They develop the structure and processes that help their team set and deliver on expectations.
- **Relationships:** They build relationships that create trust, open dialogue and full transparency – both within the organization and with external stakeholders.
- **Decision Making:** They make informed and unbiased decisions for the good of their team and the company – based on productivity, not politics or convenience.

Gallup explains that these five elements are crucial considerations in hiring and promoting manager talent. Companies spend a lot of time, energy and resources in picking the wrong managers – and then trying to fix them with training and coaching. And this simply doesn't work.

People with natural management talent can learn a role faster and more readily adapt to changes in their roles. They think and act differently than their peers. They are energized by their work, and rarely view the people management aspects as a distraction from their "real job." They know how to motivate every individual on their team, boldly review performance, build relationships, overcome adversity and make sound decisions. But for those who lack these inherent talents, the same work can feel draining. The day-to-day experience can burn out both the manager and his or her team.

In one respect, the Gallup research presents a seemingly impossible challenge for companies. Their results show that just one in ten people have the natural ability to manage other people. But the study notes that in large companies, for example, each manager oversees approximately 10 people. When you do the math, it's likely that someone on each team has the talent to lead — but it may not be the one with the manager title. More than likely, it's an employee with high managerial potential waiting to be discovered. Gallup's research has also found that another two in 10 people have some characteristics of functioning managerial talent and can perform at a high level if their company coaches and supports them.

So the good news is that sufficient management talent exists in every company, but companies need to be more deliberate about finding and leveraging it. Specific tools such as rigorous talent reviews, effective high-potential processes and succession plan accountability can help organizations find that rare 10% with the inherent skills needed for leading others. And targeted management training and effective coaching can help the next 20% increase their likelihood of success. See the article entitled: "Leadership Development is Key to CEO Growth Strategies" for more related ideas and lessons learned. Contact the author for a copy of that article, or sign up for Centric Performance's Newsletter at http://www.centricperformance.com/newsletter.html.

Written by Bill Thomas, SHRM-SCP, SPHR – Managing Principal at Centric Performance, LLC. Contact him at 866.302.9099 or Bill@centricperformance.com. | www.centricperformance.com.

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Newton Talent

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Mike Buzzelli
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Ericka Williams
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Richard Zollner
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ON THE MOVE

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

Melissa Cator, **SPHR**, CSC

PHRA

PITTSBURGH HUMAN RESOURCES ASSOCIATION

2016 EVENTS

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

May 16

PHRA Volunteer Day & Diaper Drive

Freestore Braddock
10:00 a.m. – 2:00 p.m.

May 18

Compensation Breakfast Series

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

May 23

HR Technology Workshop

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

May 25

The I-9 Form: Learn It, Live it, Love it

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

June 3

Golf & Bocce Outing

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

August 29

12-Week SHRM Certification Prep Class

PHRA Office
Mondays, 6:00 p.m.
to 9:00 p.m.

October 5

HR Clinic on Performance Management – Ailments and Antidotes

PHRA Office
8:00 a.m. – 12:00 p.m.
HRCI & SHRM Credits

October 13 & 14

PHRA Annual Conference & Exhibition

DoubleTree - Green Tree

Pittsburgh Human Resources Association

One Gateway Center
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Phone: 412-261-5537
www.PittsburghHRA.org

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SOCIETY FOR HUMAN RESOURCE MANAGEMENT

PHRA
PITTSBURGH HUMAN RESOURCES ASSOCIATION

Membership Blitz

Join us for networking, HR talk, and breakfast!
PHRA is hosting four morning casual networking events around Pittsburgh throughout the summer. Stop on your way to work to come say hello to PHRA staff and other local HR professionals in your area!

Time: 7:15 a.m. to 9:00 a.m.
Registration: FREE! Members & Nonmember welcome. Bring a friend!
Breakfast (sandwiches, fruit, coffee & tea) will be provided

We ask that you **RSVP at www.PittsburghHRA.org** prior to the event to provide us with a proper headcount, but welcome you to join if your morning frees up last minute!

Dates & Locations:

Tuesday, May 24, 2016 - McCandless Crossing
Panera Covenant Ave #204347
8800 Covenant Ave.
Pittsburgh, PA 15237
In the community room

Tuesday, June 28, 2016 - Moon
HRV Conformance Verification Associates, Inc.
420 Rouser Road
Suite 400
Moon Township, PA 15108

Thursday, July 7, 2016 - Penn Center East
Panera Penn Center #203489
400 Penn Center Blvd.
Pittsburgh, PA 15235
In the community room

Thursday, July 14, 2016 - South Hills
Panera Mount Lebanon - Galleria Mall #203488
1500 Washington Road
Mount Lebanon (Pittsburgh), PA 15228
In the community room

Meet your PHRA Staff, Liz & Deven!

Some of our wonderful members on a Just Ducky Tour!

PITTSBURGH HR ASSOCIATION 2016 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 31st annual Golf & Bocce Outing. This is one of PHRA's best-attended events, and provides great networking opportunities among peers, vendors, and customers.

What: PHRA Annual Golf & Bocce Outing

When: Friday, June 3, 2016
8:00 a.m. to 2:30 p.m.

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

Event Schedule:

8:00 a.m.	Golf Registration & Continental Breakfast
8:30 a.m.	Bocce Registration &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

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

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