Is it Time to Kill the Performance Review? This is a question that many human resource professionals ask themselves at one time or another. Presenter Bill Thomas, from Centric Performance, helped many of us answer that question. Bill presented this topic early in 2014, and based on an overwhelming response, the Learning and Professional Development Committee realized that we needed to have this offering back for an encore presentation.

The class participants were involved in an interactive morning, first making a case whether to keep the performance management process or to kill it. Discussion surrounded arguments for both sides. Once this was done, a review of the “old” approach was evaluated against a “new” approach. Bill then went through and discussed areas such as rating scales and what he saw to be successful and what he has seen fail in real companies that he has supported through the years. There was a review of effective goal setting and performance feedback and coaching and how to get results. He put a bit of a new twist on the tried and true SMART approach that many HR professionals have used in their careers and helped the class focus on the value added component of this process for upper management and how it fits into the strategic management process.

It was entertaining to watch the class unfold as most that came wanted to hear the reasons why and how they could go back to their companies and KILL the performance review. After much learning and discussion, it was determined that in almost all cases that it is not time to kill the performance review but to work it in a manner that is effective to your specific organization’s culture and goals. I do not think that anyone walked away disappointed in the outcome, but rather walked away with a fresh perspective on an ongoing real issue that each of us face day to day in our roles as human resource leaders.

As always, the Learning and Professional Development Committee did a fantastic job in having this offering available to its members, not once, but twice this calendar year, and 2015 will be sure to offer more of the same.

Lisa Petro, SPHR
ALREADY CERTIFIED

STEPS TO OBTAIN THE SHRM CP/SCP

Dear PHRA Members,

As we all know in early May SHRM announced it would be developing its own competency-based HR certification program and would no longer support the SPHR and PHR programs offered by its long-term partner, HRCI. PHRA has become an approved provider for the SHRM Certified Professional (SHRM-CP) and SHRM Senior Certified Professional (SHRM-SCP) and will begin offering recertification credits towards this certification in early 2015. PHRA will also maintain our valued approved provider status through HRCI, supporting the Professional in Human Resources (PHR) and the Senior Professional in Human Resources (SPHR).

For those members that are currently certified your existing HR certification constitutes your eligibility to earn the SHRM-CP or SHRM-SCP which indicates to the global HR community that you have the competencies, knowledge and skills to perform effectively in today’s ever-changing workplace.

If you are a current holder of an HR generalist certification (eligible HR generalist certification programs include: PHR, SPHR, GPHR, HRBP, HRMP) or will obtain your certification by January 31, 2015, you are eligible for SHRM’s new certification (at no cost) by completing the following three simple steps between January 5 and 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 on HR competencies.

Information to complete these steps can be found here: http://www.shrm.org/certification/pages/default.aspx

Once you complete this process, you will earn the new SHRM credential and begin a three-year SHRM recertification cycle. You will not lose or have to give up any of your current credentials in order to obtain the new SHRM Certification.

About the Tutorial

The online tutorial is an educational program that focuses on the eight behavioral competencies found in the SHRM Competency Model and the SHRM Body of Competency and Knowledge (SHRM BoCK). The tutorial comprises five modules, including an interactive tool to create an individual Competency Self-Portrait, as well as an opportunity to experience the scenario-based questions on the SHRM certification exams. The scenarios and question examples are not scored, but rather serve to provide exposure to how SHRM is assessing competencies in our exams.

If you hold an existing senior- or advanced-level certification, you will be eligible for the more senior of the new SHRM Certification, the SHRM Senior Certified Professional (SHRM-SCP). If you hold an existing generalist- or professional-level certification, you will be eligible for the correlating new SHRM Certification, the SHRM Certified Professional (SHRM-CP).

The SHRM Certification website features a lot of helpful Q&A’s regarding the new certification. I highly recommend all certified members become familiar with this site.http://www.shrm.org/certification/pages/default.aspx

HR professionals can decide on their best credential path forward. PHRA will continue to be prepared to support your recertification options regardless of the path you select. Here are helpful links provided from HRCI and SHRM that will help with some of your questions:

HRCI: http://www.hrci.org/ #Body_TE3DB7875094_Col00

Regards, Liz

Liz Lamping, PHRA Executive Director
In response to the steadily rising rate of pregnancy-related claims of workplace discrimination, the Equal Employment Opportunity Commission (EEOC) has issued new guidance that gives more protection to employees who are pregnant, have recently had children or want to take leave to care for a new child.

The first part of the EEOC’s guidance addresses the Pregnancy Discrimination Act (PDA) in the first update since it was enacted in 1978. The PDA is an amendment to Title VII of the Civil Rights Act of 1964, which prohibits employers with 15 or more employees from discriminating against employees on the bases of race, color, religion, sex or national origin. The PDA clarifies that prohibited discrimination based on sex extends to matters related to pregnancy, childbirth or related medical conditions. Thus, employers may not fire, refuse to hire, reduce pay, demote or otherwise negatively affect the working conditions of an employee because of matters related to pregnancy or childbirth.

The EEOC’s new guidelines use a variety of scenarios and examples to illustrate employers’ actions that it considers discriminatory in relation to current, past or possible future pregnancies. Examples include:

- A janitor tells her boss that she is pregnant. Despite her assertions that she can still perform her job, her boss is concerned that the physical demands of the job are bad for the baby and forces the worker to take leave right away. By the time the employee gives birth, she has exhausted her leave and is fired.
- A nurse is fired shortly after returning from maternity leave, even though her supervisor assured her that her job would be safe. Although her employer claims that it had to eliminate her position because of overstaffing, it did not dismiss any other workers, nor is there evidence that there is not enough work to do.
- An executive tells her supervisor that she is thinking about having a second child. Her manager has a negative reaction, and voices concerns that she won’t be able to handle her job responsibilities. Two weeks later, the woman is demoted to a lower-paid position with less demanding job duties.

The EEOC requires employers to offer the same protections to men as women when requesting leave to care for a child. For example, if an employer offers new mothers six months of paid leave to bond with their new babies, they must offer the same benefit to new fathers.

The second part of the EEOC’s guidance addresses the first time how impairments related to pregnancy and childbirth may be covered by the Americans with Disabilities Act (ADA) in certain situations. While pregnancy itself is not a disability under the ADA, medical conditions related to pregnancy may qualify as a protected disability.

The ADA requires employers to provide reasonable accommodations to employees with disabilities. For pregnant employees, the most commonly requested accommodation is a light duty, which may mean that the employee does not have to lift heavy objects or perform certain physically-taxing tasks. The EEOC does not require employers to accommodate pregnant workers’ requests for light duty. If the employer provides light duty jobs to employees in other circumstances, however, such as those with an injury or recovering from surgery, it must also provide light duty options to pregnant women.

In most cases, the most important aspect of a light duty request is whether it affects the primary function of the job. For example, a pregnant woman who works in a warehouse may not be able to perform primary job functions if she cannot lift more than 20 pounds. Unless the employer accommodates other warehouse workers who cannot lift heavy weights, such as a worker with a broken arm, the employer may have the right to dismiss the pregnant employee.

A contrary example may be an administrative assistant who lifts heavy boxes only when the office receives its paper supply every other month. Because heavy lifting is a very small part of her job, it would be little hardship to the company to work around her restriction.

The key theme in the EEOC’s new guidance is that employers must treat employees who are pregnant, have recently had children or may have children in the future equally with workers in comparable scenarios. Employers must make decisions based solely on employees’ ability to perform the functions of their job, and not apply any stereotypes about the expectations about what an employee may or may not be able to do.

Beth Slagle
Meyer, Unkovic & Scott
WHAT A SUCCESSFUL CAREER LOOKS LIKE

I have the opportunity each semester to talk to my wife's college classes on career success. One question I always ask them is,

"If you look back 30 years from now, what would a successful career look like to you?"

The responses are enlightening. Of course, there’s always the macho guy who says that a successful career is making lots of money. But more often than not, they mention something more edifying like doing meaningful work, being fulfilled, providing for their family or making a difference.

I next ask them how they plan to achieve success. "Well, get an education for one thing" is the typical response and not much else. That provides a great opportunity to talk about what research and experience tells us about how to have a successful career. I usually build the discussion around five keys to success.

1. MOVING AROUND IS MORE IMPORTANT THAN MOVING UP

I like to ask executives in my Leadership Development Workshops the question, "Which experiences in your past made an impact on your abilities today?"

This is the same basic question that the folks at the Center for Creative Leadership asked in their groundbreaking career research decades ago. The answers to my question always follow the same pattern that CCL found in their research. The capabilities of successful people come from:

1. Having a variety of challenging experiences
2. Interacting with people, and,
3. Just-in-time self-study, training or education.

CCL found that the importance of the factors also followed a consistent pattern - 70% Experience, 20% Other People and 10% Self Study.

It turns out that successful careers do not occur completely by chance. Success comes from having a series of different and challenging experiences that require us to work with many different types of people and learning new information just when we need to use it. This is how our brains create new connections and allow us to learn and apply new behaviors. Humans typically rely on instinctive habits to deal with ordinary events. It's not until we are faced with something new and different that our brains kick out of autopilot, we become more alert and we do what needs to be done. The consequences of the resulting behavior help us figure out if the new behavior was effective and whether it would be beneficial to repeat in a similar situation.

Career success does not come from doing the same thing over and over and hoping to get more money. It comes from taking a "leap of growth".

2. GOOD CAREERS ARE NOT STRESS-REDUCING

Looking deeper into the career experiences highlighted in the CCL research shows that success comes from having a variety of the experiences, which involve enduring some adversity, that make you deal with diversity and that are often intense. In other words, good careers are not stress-reducing. The stress should not reach a level that is unhealthy but should create enough of what the CCL folks call "Developmental Heat". How do you know if a job has enough heat?

- If you can master all the aspects of a new job in a short period of time, then the job is probably not a good career move - you've done it before. When you are considering a new opportunity, think about hitting the ground "developing", rather than hitting the ground "running".
- If you continually work with and for people from the same background, experience and level, then you are not experiencing enough heat.
- If you view development as something that is different from your work, than it is probably not good development. Development should be built into your job not bolted on.
- If key people do not have a chance to see you actually work on a challenge that has some risk to it, then you have not experienced enough heat.

3. SUCCESS INVOLVES FAILURE

Almost all successful people have failed miserably at some point in their careers. Take Steve Jobs. After he was forced out of Apple in the 80's, he started NeXT Computer. The business was not successful and experienced very limited sales. However, NeXT was eventually acquired by Apple allowing them to marry Apple hardware with NeXT software resulting in OSX and iOS. And Steve Jobs was named CEO of what was to become the world's most admired company.

There are also examples of people that experienced failure and never achieved success. The difference between these folks and those who were successful is that the successful people learned from the failure and changed their behavior. Failure can be beneficial, as long as you learn how you would behave differently the next time a similar challenge arises.

4. OTHER PEOPLE ARE IMPORTANT

You can’t have a successful career without the influence and involvement of other people - parents, coworkers, bosses, teachers, etc. That’s why I cringe when someone describes themselves as a “people person” or when someone says they want a career in HR or Sales because they “like working with people.” Other people are a given in a successful career. People influence careers by acting as role models, mentors and coaches. We build our repertoire of behaviors by watching what others do and the consequences that occur to them. That’s why you can learn as much from a bad boss or an unethical colleague – we learn what not to do or how we would not want to be treated.

We are also the worst judge of our own capabilities and the effects of our behavior. Feedback from others at the right time can be very developmental. Others often see potential in us that we lack the confidence to see or perspective to understand. Two of the best moves of my career came from a mentor suggesting to me to take a job or get involved in a project that I would have never considered on my own. I refer to this as “Divine Intervention” in a career. Pay attention when someone you admire offers career advice or feedback.

5. STRENGTHS MATTER

The career development with the biggest potential benefit comes from taking a mission-critical knowledge, skill or ability at which you are average and making it a strength. The second most beneficial development would be taking a critical competency at which you are weak and moving it to average. The challenge is knowing which competencies are critical. This is where other people play another important career role. Look to other successful people for feedback on what’s important or look at the behaviors they use to make a difference at work.

A paradox of strengths is that people fail in their careers because they overuse a strength rather than because they have a glaring weakness. This is particularly true of strengths that we develop early in our careers. We learned which behaviors helped us in initial career challenges and assume they'll serve us well in any role. Unfortunately, that is often not the case. As we’ve seen, careers are all about learning and applying new and different behaviors in new and different situations.

A successful career is about moving around not just moving up, is not stress-reducing, often involves failure and requires appropriately leveraging strengths. Other people play a key as role models and sources of feedback. These are the building blocks of a fulfilling, meaningful career... and of course, the way to get lots of money!

Michael Couch, President
Michael Couch & Associates Inc.
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POLICY CREATES CULTURE EVERY TIME: THE ETHICS OF PREVENTING PARTNER VIOLENCE IN THE WORKPLACE

Your company’s code of conduct or ethics sets the very foundation for your company’s culture— the way things work on a daily basis. Most companies’ codes have a section on Health and Safety that goes a little something like this, from Morgan Stanley’s published Code of Ethics and Business Standards:

Promote a Safe and Healthy Working Environment

We are committed to conducting our business in compliance with all applicable environmental and workplace health and safety laws and regulations. We strive to provide a safe and healthy work environment for employees and to avoid adverse impact and injury to the environment and communities in which we conduct our business. Achieving this goal is the responsibility of all directors, officers and employees.

Similarly, Amazon.com’s Code of Business Conduct and Ethics states:

Health and Safety

Amazon.com provides a clean, safe and healthy work environment. Each employee has responsibility for maintaining a safe and healthy workplace by following safety and health rules and practices and reporting accidents, injuries and unsafe conditions, procedures, or behaviors.

Violence and threatening behavior are not permitted. Employees must report to work in a condition to perform their duties, free from the influence of illegal drugs or alcohol.

Google.com’s prefaces its Code of Conduct with the fundamental principle, “Don’t be evil.” Specifically:

Safe Workplace

We are committed to a violence-free work environment, and we will not tolerate any level of violence or the threat of violence in the workplace. Under no circumstances should anyone bring a weapon to work. If you become aware of a violation of this policy:

continued on next page

5 STEPS TO ENSURE EXECUTION AND PROMOTE PRODUCTIVITY

When I work with leaders, I often hear that the #1 challenge they say they face is lack of execution by those they lead, especially direction given to a team. As I dig into the problem with the leader, I discover that the leader’s perception is that he gave clear direction to the group, but the result was far from what he was looking for.

When I ask the leader questions like:

• What was your initial direction to that team?
• What deadlines did you set?
• What was your cadence of accountability?
• Who did you ask to lead the team?
• Did they know what was at stake?

I almost always get blank stares and a comment that sounds something like this:

If I have to spoon feed this level of team members then I must have the wrong people, I need people who “get it”.

On the other hand when talking to those of us who are led by someone else I hear words of frustration like:

My boss gave a team I am part of a project with no direction, no background, really no information at all, just a “get it done, you guys know what to do”. When we presented our findings our boss was clearly frustrated, told us we did not hit the mark and then started to micro manage us to where he wanted us to go.

I wish he/she gave us more insight upfront and checked in a little with our progress. If we had only understood what he/she really wanted we would have hit the mark.

This frustration both on the leader’s part and team member’s part can be avoided. Here are 5 simple steps that you, as a leader can take to avoid this problem and get the execution you are looking for:

1) Define the task you are delegating. My bet is you are already doing this quite well, but this is typically where many leaders begin and end.

2) What is the outcome or deliverable you envision:

a. What is the level of detail?

b. Is there a specific format for the deliverable?

c. How will you measure?

d. Do you want certain standards followed?

e. Who is the end user of the information, product or service?

3) What actions does the team need to take:

a. Do they need assistance from others?

b. What level of authority do they have?

c. What additional resources are needed?

4) What is the deadlines for the deliverables:

a. Is there one big deadline or will you break it down into small deadlines of deliverables?

5) What are the stakes associated with this deliverable:

a. What are the benefits of completing?

b. What are the business consequences of not completing?

c. Who will be impacted?

Put all of these answers into a simple form and give each team member a copy. Perhaps you will assign a team lead, either way establish a cadence of accountability with the team lead or the team. The outcome may be important enough for weekly cadence and it might be monthly cadence, it just depends. It is a simple check on progress.

I know there is more of your time spent upfront, but the ROI on your time will be satisfying. Hopefully this will help you be more comfortable with a process that let’s your team members, develop and feel a sense of accomplishment for a project well done.

For more information about The Leadership Challenge, Download your free copy of an overview the model at http://th-leadershipquest.com/the-programs-2/overview-leadership/

Len Petrancosta
COO, The Leadership Quest
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 2014 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!

**January 22**
Webinar: A Desire to Learn
12:00 Noon – 1:00 p.m.

**January 26**
Interview and Interrogation Techniques: For the Employee Relations Professional
2 Gateway Center
8:30 a.m. – 3:00 p.m.
PENDING Approval for 6 HRIC & SHRM Credits

**February 11**
2015 Employment Law Briefing
PHRA Office
8:00 a.m. – 12:00 p.m.
HRIC & SHRM Credits Pending

**February 15**
Nomination period closes for Engaging Pittsburgh: It’s All About the People!

**February 25**
HR 101 Workshop
Reed Smith Offices
8:00 a.m. – 4:00 p.m.
HRIC & SHRM Credits Pending

**March 5**
Meet Your PHRA Colleagues
MadMex - Robinson
5:00 p.m. – 8:00 p.m.

**April 16**
Engaging Pittsburgh: It’s All About the People! Awards
DoubleTree - Green Tree
(Formerly the People Do Matter Awards)
More details coming soon

Congratulations to the following PHRA members on recently becoming certified:

- **Susan Ahlers, SPHR**
  Wesley Spectrum Services

- **Emma Fazio, PHR**
  SDLC Partners

- **Brian C. Osborne, PHR**
  Justifacts Credential Verification, Inc.

- **Heather Rosati, PHR**
  Rockwater Energy Solutions

- **Christopher Sawyer, SPHR**
  Buckenheimer

- **Holly Seybert, PHR**
  Levin Furniture

- **Brad Sheasley, SPHR**
  Peterson Brothers, Inc.

- **Michael Toney, SPHR, SHRM-SCP**
  Parkway, Inc.

- **John Sipes, SPHR, SHRM-SCP**
  Syndicus, Inc.

As of December 30, 2014, The Bradley Partnerships, Inc. has relocated to...
207 Malbec Lane, Suite 100
Wexford, PA 15090
Phone: 724-799-8170
Fax: 724-799-8175
In recent years, Pittsburgh has experienced nothing short of a technological and cultural revolution. As our city grows and evolves in so many crucial areas, we at the Engaging Pittsburgh: It’s All About the People campaign wish to turn the attention of this city’s employers onto its most important and unique element: It’s People, and the environment in which they work.

So why don’t we tell you a bit about ourselves? We are a local campaign engineered by a group of HR professionals and the Pittsburgh Human Resources Association that is dedicated to advocating the importance and benefits of employee engagement for both businesses and their workers within the Greater Pittsburgh Area. We wish to foster and maintain “engaging” discussions about employee-centric policies and systems among HR professionals from across the city. As a result, our campaign also wishes to make as many informational resources available as possible to HR professionals and company leaders in order to foster said discussions. And finally, we are working to create a system that formally recognizes employers that have demonstrated advancement and achievement in the field of employee engagement.

So how can our campaign page help you? Let’s start with information. We’re looking to spread the word about employee engagement across Pittsburgh. For some leaders, engagement may be an obvious strategy for any organization to pursue. And for those folks, congratulations! You’re well on your way to building a competitive edge for your company. So why not stay up-to-date on the latest policies and issues in engagement by visiting our Engagement In The News section at https://engagingpittsburgh.wordpress.com/engagement-in-the-news/?

And yet for other professionals, employee engagement might sound like a beneficial, but ultimately a less important, or even unnecessary, component in an organization’s success. For those leaders, we’d like to share some information as to why engaged employees are often the defining element in an organization’s triumph over competitors. Take a look at our scholarly page at https://engagingpittsburgh.wordpress.com/what-are-the-scholars-saying/, where we post some of the latest and ground-breaking studies on engagement.

Or perhaps you’d like to see the way local employees and leaders have been impacted by engagement policies in our testimonials section? Here, we post real stories from seasoned leaders in Pittsburgh’s business sector who have seen the results of employee-centric policies in their own organizations. So if reading articles and academic research on the subject is too old hat for you, why not check out What The Professionals Are Saying at https://engagingpittsburgh.wordpress.com/9-2/?

At the heart of this campaign, is our dedication to recognizing the accomplishments of Pittsburgh-based businesses in the field of employee engagement. Showcased through our annual awards event (formerly the People Do Matter Awards) this year April 16, 2015, April, we host a ceremony where winners in a variety of categories will be recognized (you can view the categories at http://www.pittsburghhra.org/?22). The first, second, and third place winners will deliver a five minute speech at the ceremony on the role of engagement in their company and why it was a success. Consider nominating either your own organization or another that has successfully implemented an employee engagement program. You can check out our registration forms at http://cymcdn.com/sites/pittsburghhra.site-ym.com/resource/resmgr/PDM/2015EngagingPittsburghNomination.pdf and https://www.surveymonkey.com/s/ENGAGE15.

If you are interested in sponsoring this year’s campaign, check out our sponsorship options at http://cymcdn.com/sites/pittsburghhra.sitem-ym.com/resource/resmgr/EP_15_Sponsors.pdf.

Engaging Pittsburgh’s primary goal is to motivate Pittsburgh-based companies to consider employee-centered work practices. Engaged employees feel valued, work harder and go above and beyond their normal job duties. Engaged employees are more engaged in their personal lives leading to greater relationships outside of work, morevolunteerism and charitable giving.

Creating an improved work environment is great for employees, the companies in which they work and society at large. Our efforts are intended to build a great Pittsburgh region – one that thrives professionally and personally.