

# PERSPECTIVES

PHRA  
PITTSBURGH HUMAN RESOURCES ASSOCIATION

SEPTEMBER 2013

## 65TH ANNUAL PHRA CONFERENCE & EXPOSITION



### Dear PHRA Members,

The theme for this year's conference is "HR Strategies for Success". We have made every effort through the planning process this year to connect with the Membership to make this an exciting and informative Annual Conference for our Members.

Based on your interests, articulated in our annual Member Interest Survey, topics were identified and speakers were selected for their expertise and presentation effectiveness. Our goal is to help you to meet your professional objectives by providing quality educational sessions, resources to meet your business challenges and opportunities to dialogue and exchange ideas with colleagues. The aim for this year's conference is to help you identify more of who you are as an HR Professional and equip you with tools and strategies to achieve your goals.

The seminars are devoted to our changing industry including key elements such as inclusion and diversity, culture, politics, and even a session dedicated to emerging trends. Make sure you

review the list of topics and speakers found in your conference brochure and be sure to participate in the activities in the Social Media Lounge, Wellness Lounge and the Membership booth.

**CLICK HERE TO SEE  
CONFERENCE VIDEO!**

I am excited about what we have planned and believe you will be too. Our collective brainpower is the force we need to advance our profession and to make a positive and sustainable impact in our businesses. I hope you will join us at this years conference "HR Strategies for Success."

Jeff Cermak  
Vice President, Annual Conference

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# POINT of VIEW

Adam Primi, President, PHRA



To hear the September 2013 edition of our President's Message go to the PHRA's YouTube Channel at [http://www.youtube.com/watch?v=LdTaryK\\_c2Y&feature=youtu.be](http://www.youtube.com/watch?v=LdTaryK_c2Y&feature=youtu.be)

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## RELATIONSHIPS: A KEY FACTOR IMPACTING EMPLOYEE ENGAGEMENT

What makes one company more successful than another? Better products, services, strategies, technologies or, perhaps, a better cost structure? Certainly, all of these contribute to superior performance, but all of them can be copied over time. The one thing that creates sustainable competitive advantage – and therefore ROI, company value and long-term strength – is the workforce, the people who are the company. And when it comes to people, research has shown, time and again, that employees who are engaged significantly outperform work groups that are not engaged. In the fight for competitive advantage where employees are the differentiator, engaged employees are the ultimate goal.

While there are many research studies that point to the percentage of engaged and disengaged employees, few studies have looked at what really drives employee engagement. Dale Carnegie teamed with MSW Research to study the functional and emotional elements that affect employee engagement. A national representative sample of 1,500 employees was surveyed, which revealed that although there are many factors that impact employee engagement, there are three key drivers:

- Relationship with immediate supervisor
- Belief in senior leadership
- Pride in working for the company

Employees said that it is the personal relationship with their immediate supervisor that is the key. The attitude and actions of the immediate supervisor can enhance employee engagement or can create an atmosphere where an employee becomes disengaged. In addition, employees said that believing in the ability of senior leadership to take their input, lead the company in the right direction and openly communicate the state of the organization is key in driving engagement. Other factors that drive engagement are that employees are treated with respect, that their personal values are reflected and that the organization cares about how they feel.

John Rodgers, President of Dale Carnegie Systems located in Pittsburgh, will be presenting "How Smart Leaders Pave the Way to Employee Engagement" at the PHRA Annual Conference. If you are in a senior leadership role in your organization, you won't want to miss this critical information. You will walk away with a better understanding of what you must do in order to impact engagement.

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To learn more about the Heinz College or the PHRA partnership, please contact David Eber, Director of Admissions & Financial Aid, at [deber@cmu.edu](mailto:deber@cmu.edu) or 412.268.3347

# 4 QUESTIONS TO ASK BEFORE HIRING AN EXECUTIVE COACH

When a leader in your organization asks for your help in selecting an executive coach, where do you start? As an HR Professional, your knowledge of the individual(s), your corporate culture and interviewing skills will serve you well. Asking these 4 questions will not only help you find the right coach for someone you wish to develop in your organization but will build your skill in coach selection for the future.

## 1) Where can I find skilled coaches?

In Pittsburgh, you can find over 80 qualified coaches in one click at the Pittsburgh Coaches Association (PCA), which is the local chapter of the International Coach Federation (ICF) at <http://www.pittsburgh-coaches.org>. Click on "Find a Coach" and you will find bios alphabetically and by coaching specialties including Executive, Leadership, Team, Wellness and Life.

• Outside of Pittsburgh and outside of the US, you can search the International Coach Federation Website at <http://www.coachfederation.org/>. The ICF hosts a global free searchable directory of ICF Credentialed coach members called the Coach Referral Service (CRS).

• Your company may have a list of "preferred providers" that have been vetted by your Leadership Development staff. Whether or not there is a formal list, it is always a good idea to check with your colleagues to learn about past successes and coaches.

## 2) How do I narrow it down?

• This is where you already know a lot about what you need. Look for coaches who have expertise in organizations of a similar size or industry. Often you will see the term "corporate coach" to indicate experience in contracting with organizations vs. a one-on-one con-

tract with an individual. Look for coaches who have worked with clients who have similar needs and goals as the person you are trying to match.

- You can link directly to coaches' individual websites from the PCA "Find A Coach" page. There you will learn about the coaches' experience, qualifications, approaches and target clients. You should be able to learn about where the coach was trained and any certifications they have.

- You want coaches who have demonstrated command of key coaching competencies and are committed to a code of ethics, such as the ones set out by the International Coach Federation.

- Once you identify a list of coaches who match your specifications, here are some key questions to ask via a phone call:

- Can you tell me about your coaching philosophy and process?

- What assessments do you use? [Can you use our company's assessments?]

- Who is a perfect client for you? (helps you know if your client fits their 'sweet spot')

- Can you give me some examples of the types of successes your clients have had?

- How long does an average assignment take and how do you measure success?

- How do you normally work with the client's boss? HR?

- Can you provide references from organizations like ours?

- What are your rates for coaching and the assessments? Do you offer negotiated rates to organizations like ours? If so, what are the terms?

— *Continued on page 10*

## BULLYING IN THE WORKPLACE A TWO PART SERIES

### Part 1 Half Day Workshop

November 7, 2013, 8am - 11am, PHRA Office

3 Recertification Credits

We will discuss ways in which Bullies are inappropriate through repeated actions that mistreat employees through: verbal abuse, offensive behaviors, and humiliating or intimidating actions. Bullies disrupt productivity and cause people to continually avoid interaction or walk on egg shells. We will complete assessments on Bullying and discuss fundamental issues of the problems bullies create for HR.

### Part 2 half-day workshop

December 5, 2013, 8am - 11am, PHRA Office

3 Recertification Credits

We will identify what bullying is and actions to take to protect yourself and organization from bullies. We will discuss strategies for presenting bullying and psychological affects from bullies. We will also present a template for a Bullying Policy. Participants will have the opportunity to assess people they work with to see if bullying is occurring and to better understand the problems of bullying.

Bullying is becoming an epidemic, don't miss this one of a kind workshop addressing one of the major HR nightmares in many organizations.

Presenter, Rex Gatto, Ph.D. is an internationally known speaker and author whose insights and breakthrough research on the characteristics of U.S. management have helped organizations enhance their productivity and individuals enrich their lives. He has authored the highly acclaimed "Smart Manager's FAQ," in addition to books on stress, presentation, work/life balance and mentoring.

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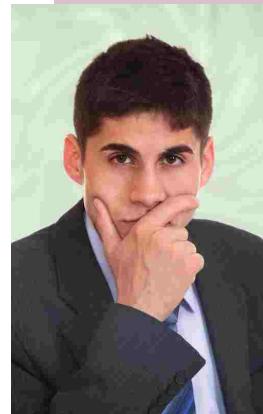
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# NEW HIRE ONBOARDING: INSIGHTS FOR MOTIVATING, GROWING AND RETAINING YOUR YOUNG TALENT AND FUTURE LEADERS

As our economy and workforce exhibit dramatic changes what must be noticed is the Gen-Y workers (millennials) will represent \_ of our workforce by the year 2025. Industry research however shows that the average millennial worker leaves in about 3 years to find greener pastures. In fact a recent study by beyond.com found that 1/3 of all respondents had lost 15% or more of their millennials in the past year alone. The costs of replacing one of these workers on average equates to the price of an economy sized car and in far too many instances the reason for this departure can be traced to a lack of a simple employee onboarding program which could have ultimately played a role in retaining this lost employee.

I must point out here that as they say in marriage "You can't change the other person". Too many relationships go down the tubes because one spouse feels that they can change the others mannerism, habits or ideals. As we all surely have learned by now this is simply not the case. By recognizing this and realizing that you truly can't change an employee or fully engage an employee you will see the light to subsequently create an environment of trust, appreciation and purpose in which employees want to engage, develop and prosper. I am proud to be presenting on this topic at this year's PHRA Annual Conference and aim to provide the business case for developing your future leaders through an effective onboarding, engagement and retention process.

Employers are not used to a generation of job hoppers but quite the opposite have been used to a generation of workers

who get a job and stay there for many years if not life. While older generations seek mainly a fair salary and benefits, millennials seek out meaningful work, flexibility, direction and a strong career purpose and long term goals. Employers not set up to offer these "benefits" will be quick to lose the millennial employee.

Effective onboarding is the first and most important step leading to an engaged and retained workforce. As soon as the new employee starts their job the clock begins ticking to either become a long term leader or one who starts the countdown to their next employer. According to a study of over 2400 companies by Avatar Solutions only 50% of employees surveyed believe that their company's onboarding process is adequate while 20% stated their company had no formal process in place.

Successful onboarding programs introduce, connect and nurture and are set up for the long haul. Typically they should accomplish/include most if not all of the following:

- Begin day 1 once the new hire says yes
- Create a knockout first day
- Meet & Greet
- Motivation
- Communication
- Education/Training
- Automation
- Feedback
- Career Path/Retention Tools
- Engagement/Growth

Providing your new hire with a strong first impression will enable you to forge a lasting bond that benefits both employee and employer. Creative ways to do this will be further explored within my PHRA Conference presentation as will the notion of viewing onboarding, engagement and retention in the same breath. Realize please that you do not "do or give" onboarding, engagement and retention to your employees but that they are a dialogue, a give and take positive for both parties. I look forward to sharing more insight on this topic at the conference on October. Visit the PHRA website for further information on the Annual Conference and to reserve your seat for over 10 HRCI credits!

Ron Kubitz

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it takes  
and then  
some



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# How Complying With Obamacare Can Boost (YES, BOOST) Business

All too often, when we hear about the expected impact of ObamaCare on business — how the cost of providing benefits will have to be passed on to customers, say — it's in general terms. It's a lot more instructive to see how the numbers actually play out in a real business. And in the case of Marilyn Ihloff, owner and founder of a three-store chain of beauty salons in Oklahoma, the math turns out to be simpler, and less frightening, than you might expect. Ihloff Salon and Day Spa employs about 130 people across two locations in Tulsa and one in Norman, outside Oklahoma City. Most employees work variable hours and are paid on a commission basis. Ihloff's highest-paid contractor makes about \$130,000 a year; interns make minimum wage. With more than 50 people regularly working enough hours to qualify as full-time-equivalent employees, Ihloff, who started her business 33 years ago, knew she'd have to comply with the Affordable Care Act's employer mandate and either offer health benefits or pay penalties. Until this year, Ihloff had offered health insurance subsidies as a benefit only to key management employees. But a few weeks ago, she extended to offer to all employees who worked an average of 30 hours or more per week. About 25 newly eligible employees chose to enroll. Ihloff contributes 60 percent toward their individual monthly premiums for a basic HMO plan, at a cost to the business of about \$210 per person. Employees have an option to contribute more of their own money to upgrade to higher-level plans. Several younger workers are covered under their parents' plans, and a number of Native American employees get free coverage through the government's American Indian Health Program (AIHP). Given the traditionally low margins in the industry — "we shoot for a 10 percent operating profit," Ihloff says — she had no choice but to pass her new healthcare costs on to customers. The model she came up with is ingeniously simple: She's added a small healthcare surcharge into each customer bill: \$1 on sales under \$50, \$2 on sales up to \$100, and \$3 on sales over \$100. While the fee doesn't actually show up as a separate charge on the customer's receipt, it does get its own line on the company's financial statements, which allows Ihloff to easily compare against her actual costs of health coverage, and to make adjustments, if necessary. Employees don't earn commission on the additional fee. "A lot of people in the industry had assumed employees would yell and scream if you took any of their money," Ihloff says, but that hasn't been the case. In fact, the opportunity to qualify for employer-subsidized health insurance has been a great motivator. Several employees have increased their work weeks and now see more clients than before, which is boosting the salon's top line. Only a couple of customers have said anything about the slight uptick in prices. When they have, Ihloff says, "I am happy to say that we're providing healthcare for our employees." Now that the employer mandate has been delayed for a year, does Ihloff regret acting too soon? "We are going forward either way," she says. "I am so happy to have a system in place that funds healthcare for our team. It is something I have always known we — and our entire industry — needed to do but just didn't think we could afford. It has genuinely changed the energy in our company and I believe will provide us with a competitive advantage."

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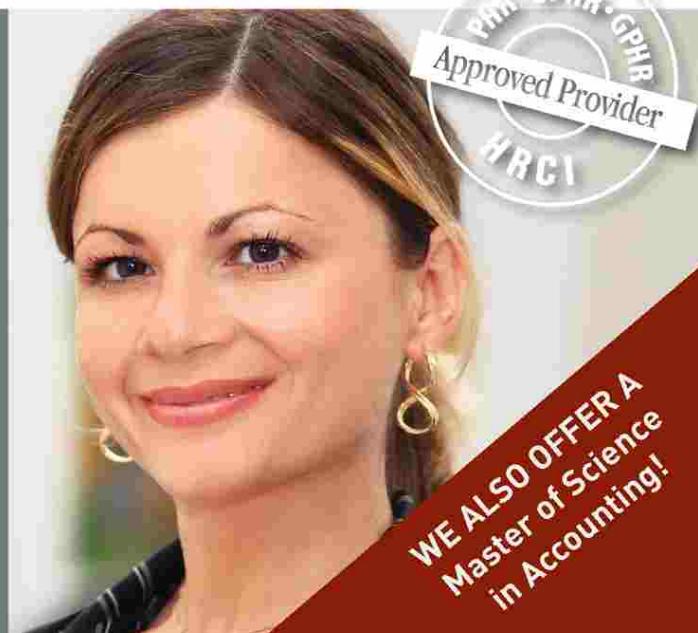
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# STOP SCREWING UP YOUR JOB SEARCH IN THESE



When New York career coach Sarah Stamboulie was working at financial services firm Cantor Fitzgerald in the human resources department some years ago, she was about to hire a support staffer. At the final stage in the process, she called the woman's last employer, expecting to hear a glowing recommendation. Instead, the employer spoke haltingly and without enthusiasm. "It was totally damning with faint praise," says Stamboulie. "They were basically saying this person never showed up and their attendance was bad." Stamboulie, who has also worked in human resources at Morgan Stanley and Nortel Networks, before a stint in Columbia Business School's alumni career services office and then in her own coaching firm, says she has seen this problem frequently over the years. Job candidates give out references who only grudgingly endorse their qualifications.

That's just one of the frequent mistakes job applicants make during their search. I interviewed Stamboulie, and two other New York coaches, Anita Attridge, who is affiliated with the national career coaching group, The Five O'Clock Club, and Ellis Chase, a coach with more than 30 years of experience, and they shared some of the most common, and egregious, job-searching errors.

Often candidates scotch their chances early in the process with an illegible résumé. Stamboulie says that even at a time when it's easy to change type styles and design layouts, too many candidates use such a small font that it's tough to read. Attridge and Chase see this too. "There's something about trying to get everything all on one page," says Attridge. "They forget about readability."

Chase, who worked inside Chase bank, and as a managing director at staffing firm Right Management before starting his own coaching practice fifteen years ago, says another common mistake is that job seekers belabor their résumé for days and even weeks on end, while telling themselves they are working hard on their search. "On my list of important things to care of, the résumé is about no.23," says Chase. "It can create an enormous waste of psychic energy."

Once candidates have landed an interview, they make several frequent errors. One is a failure to muster enthusiasm about their former employers. "People don't realize how positive they have to be to be positive," says Stamboulie. Being neutral doesn't suffice. Also, say the coaches, candidates are misguided if they think they need to be totally frank about their perceptions of their employers' missteps. "The hiring manager doesn't identify with the candidate; he identifies with the old boss or old management," explains Stamboulie. Was your division cut in a move that you think was unwise? Better to say that it was a decision the company realized it had to make and that the change helped streamline operations.

Along similar lines, candidates too often tell grim stories about themselves in interviews. One of Chase's clients, a private equity professional who needed to find a new job because his niche venture is failing, was talking about himself in an utterly self-defeating way. "He was representing all the work he had done for the last two years as a failure," says Chase. "There is a much better way to

frame it." The candidate should have talked about his venture's successes and achievements, and played down the weaknesses.

Another interview problem, says Attridge: Talking too much at the start, instead of demonstrating curiosity about what the hiring manager needs. A client of Attridge's who was interviewing for a marketing job launched into a lengthy description of why her skills matched the job description, only to learn halfway through the interview that the open slot emphasized different skills. "She found herself backtracking," says Attridge. "She hadn't realized that digital experience was a critical part of the job."

One more interview mistake jobseekers make: Talking about how tough it is to find a job and how long they have been looking. Though the media has been full of reports about long-term unemployment, hiring managers don't want to hear about it. Stamboulie says it's important to come up with a story with a positive spin, like saying you decided to take a sabbatical and that you've been having a lot of meetings over the last few months.

Yet another common interview mistake: Being honest when the hiring manager asks about your weaknesses. One of Chase's clients, who worked in pharmaceutical marketing, admitted to Chase in a mock interview that he was impatient and didn't like to spend time with subordinates who were slow to catch on. "I said to him, 'you're applying for a senior management job and you're telling us you're a lousy manager.'" Instead, the candidate should have kept that to himself and talked about an accomplishment from his previous job.

One more common interview pitfall: Bringing up salary prematurely. "He who brings up salary first, loses," says Chase. Many candidates think they need to resolve the money issue early on, when it's best left for the final stage of negotiations. It's also a mistake to answer questions about how much money you want to make. If you are asked your salary requirement, try saying, "money is very important to me but at this point in my career, the fit is the primary issue. Toward that end, could we talk about this a bit later on, when we've established there's a good fit?"

As the job interview and vetting process goes on, Stamboulie says that many candidates make the mistake of becoming impatient and pestering recruiters and hiring managers too frequently, especially by phone. It's a good idea to follow up and stay in touch, but know that the process can take time. Impatience or testiness will only alienate your potential employer.

Finally, I have to mention the most common and worst mistake job seekers make: Spending all their time answering ads, or sending out their résumé to blind contacts, instead of making meaningful connections and doing face-to-face networking. "It's the number one, catastrophic job search mistake," says Chase. "It fools people into thinking they are doing a pro-active search when in fact it's very passive." Stamboulie and Attridge agree. "More than 50% of jobs are never posted," notes Attridge. "Eighty percent of jobs are found through networking or direct contact." We've written it many times but it bears repeating.

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# LITIGATION PREVENTION SYSTEMS ENHANCE THE BOTTOM LINE

Today, proactive thinking corporations, hospitals and universities are discovering that if they spend a relatively small amount of time and money, they can institute a systematic approach to resolving employment disputes as early as possible at the lowest possible costs. This cutting edge approach saves the organization substantial dollars in defense costs, settlements, lost productivity, and turn over. The term of art for these "Systems" in the Alternative Dispute Resolution profession is an Employment Dispute Resolution System, but practically they are a "Litigation Prevention System" for the corporations that implement them.

The statistics in cost reduction are staggering. Motorola had a 75% reduction in outside litigation costs over six years, after implementing a System. NCR reported a reduction from pending lawsuits from 263 to 28. Finally, the US Air Force estimated a savings of 50% per claim. As an added benefit, insurance companies reduce premiums for corporations that have taken the steps to put a Litigation Prevention System into place.

Successful "Litigation Prevention Systems" have been put into place at all of the following corporations: Coca Cola, UBS Financial,

UPS, GE, Johnson & Johnson, Prudential, Shell, Bechtell and AGL Resources.

A "Litigation Prevention System" or Employment Dispute Resolution System is tailor made to the individual organization, but in general, all use a stepped process to address issues. The goal is to address issues at the earliest possible stage and lowest possible cost. Steps of a System can include an Early Warning System, Open Door Policy, an Ombuds Office, Mediation, Peer Review, Early Neutral Evaluation or Arbitration. The right ADR Consultant engages a design team of key stakeholders within the corporation to determine the right elements for its specific System and then helps them effectively implement the program.

You can learn more about developing an Employment Dispute Resolution System for your organization at the PHRA Annual Conference by attending a presentation given by Selina Shultz of CoralBridge Partners called Introduction to Employment Dispute Resolution Systems: Managing Conflict Proactively and Effectively on Tuesday, October 15th, 11:00 am - 12:15 pm.

## 4 QUESTIONS TO ASK BEFORE HIRING AN EXECUTIVE COACH

— *Continued from page 4*

### 3) How do I help create the right fit?

- Pick a handful of coaches and get to know them one-on-one. Set up calls or ask them to visit your office for coffee or lunch. Even once you have found the right coach, keep meeting new coaches and you will source the right coach more quickly the next time you need one. Most successful coaches will not accept a job that is not a fit for their practice and many will help you identify another good coach in their network for your needs. And they can often give you useful insights or feedback on your company if you ask.

- Of all of the coaches you consider, pick three to give to the leader who will be coached and ask them which 2 out of the 3 they would like to meet. Most coaches will agree to a complimentary "chemistry" meeting that can be on the phone, video chat or in person. This is generally a 30 minute conversation during which the coach and the prospective client have a private meeting to learn a bit about each other and see if they click. There is significant evidence that allowing the client to select their coach from a small number of candidates increases motivation and follow-through in the coaching process.

- If you don't have time to interview the coaches before your executive does, meet the coaches directly before or after they have their chemistry meetings. You can compare notes and help them process their reactions.

### 4) How shall I go about contracting and pricing?

- Once you think you want to work with a coach, ask for a formal proposal.

- Some coaches charge by the hour, some use a monthly retainer, and others charge two or three times during the process. Regardless, you should think of coaching as a project that has a

beginning, a middle, and an end.

- The proposal/contract should outline deliverables, timing, communication, measures of success, pricing and payment terms.
- The contract is between the organization and the coach. Often the term "sponsor" is used, meaning the person in the organization who is negotiating the contract and budgeting for the coaching investment. The sponsor can be HR or the Line Manager whose budget will pay for the coaching.

- Best practice is for HR to be involved in coaching regardless of which department is paying the bill. HR can play a key role to ensure that the manager, the coach and coaching client are being accountable for their commitments and preparing for the time when the coaching assignment is over. More on this topic in the next article.

Learn the basics, get to know coaches and look for ways to maximize ROI and you can make a significant impact on the value your organization receives from coaching.

Evy Severino works with successful leaders and teams who are ready for their next big challenge. She has participated in coach selection from both sides of the desk: In her previous HR roles at GlaxoSmithKline and in her current role as Managing Director of Severino Consulting, LLC. This is the first in a series of 3 articles for HR Leaders about what questions to ask BEFORE, DURING and AFTER hiring an executive coach.

Evy, Jane Patterson Abbate and Janice Sabatine will be co-leading a workshop at the Annual PHRA Conference on Wednesday October 16 entitled "Inside Coaching for HR Leaders" In addition, PCA will provide 5 qualified coaches for your benefit in the "Ask a Coach" booth during exhibit hall hours.

## COACHES AT PHRA

### Attending the PHRA Conference on October 15 and 16?

- Stop by the "Ask a Coach" booth to speak with one of 5 qualified coaches
- Attend the Wednesday morning October 16 workshop: "Inside Coaching for HR Leaders" by Jane Patterson Abbate, Janice Sabatine and Evy Severino
- Stop by the PCA/ICF Pittsburgh booth to find out about our speaker's bureau and events

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