Meeting the Needs of All HR Professionals in our Region
Friday, March 23, 2018
7:45 AM – 4:30 PM
DoubleTree Pittsburgh
1 Bigelow Square, Pittsburgh, PA 15219

$179 PHRA Members; $219 Non-Members
APPROVED FOR 6 SHRM-CP & SHRM-SCP PDCS
APPROVED FOR 5 SPHR BUSINESS CREDITS

The PHRA conference, “Human Resource Academy,” in its 3rd year of presentation, is designed to provide practical knowledge of the functions of the HR department. Key areas of the HR function will be presented and discussed by highly qualified professionals with records of proven success in their fields.

Participants of all levels will benefit by attending the HR Academy. Those newly assigned to the HR function will gain insight and a practical understanding of the complex field of HR management and administration, while more experienced attendees revisit core principles and learn new practices and trends.

This one-day workshop is designed to empower you to build your own conference experience.

Four Tracks:
• Employee Relations/Ethics Track
• Legislative Track
• Social Media Track
• Strategy Track

Three Professional HR Levels:
• Early Career Level Professional
• Mid-Level Professional
• Executive Level Professional

You have the freedom to choose any session you’d like, there is something for everyone!!!
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Dear PHRA Members,

The Pittsburgh Human Resource Association (PHRA) was founded at the turn of the twentieth century to serve the human resource profession and provide businesses with HR guidance. One hundred and two years after that mission was first envisioned, the PHRA continues to provide superior professional development, networking opportunities, and educational resources for its members. With a vibrant membership that is over 1,250+ strong, the PHRA is the largest Society for Human Resources Management (SHRM) chapter in Pittsburgh and Pennsylvania.

In continuing the spirit of making our local human resources professionals prepared for another century via increased HR competency and strategic learning opportunities, I am pleased to announce our 2018 Board of Directors that will guide us. They are as follows:

**2018 Executive Committee**

Kori Amos, PHR, SHRM-CP, President, HR Manager, HRV Conformance Verification Associates, Inc.

Janet Manuel, PHR, SHRM-CP, President-Elect, Deputy Director, Human Resources & Civil Service, City of Pittsburgh

Ron Kubitz, Past President, Director, Recruiting & Human Resources, Forms+Surfaces

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Kristine Irwin, VP/Secretary, HR Recruiting Specialist, Pittsburgh Mercy

Daniel Corkum, PHR, SHRM-CP, CCP, VP/Sigature Events, Compensation Advisor, Bayer Corporation

Peter Gabriel, VP/ Membership, Diversity & College Relations, Leadership Consultant, Key Leadership

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New: Tiffany Jenca, Esq., Buchanan Ingersoll & Rooney, PC

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Peter Gabriel, VP/ Membership, Diversity & College Relations, Leadership Consultant, Key Leadership

Thomas Sterling, Vice President, HR Service Operations, Highmark Health

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NEW: Learning and Professional Development Chair: Brianna Kline, VP of Risk Management & Business Development, Casper Colosimo & Son, Inc.

NEW: Certification Chair: Julie Linnelli, Director of Human Resources & Operations, Sigma Resources

NEW: Membership, Diversity & College Relations Co-Chair: Danine Miller, Senior Recruiter, Nesco Resource

Networking Chair: Abigail Painter, HR Customer Service Specialist, Highmark Health

The PHRA Staff, Executive Committee, Board of Directors, and Committee Chairs continuously put lofty goals out in front of them. Year after year, this group achieves those goals while almost simultaneously putting up the next goal in the hope that our membership will reap the rewards and enjoy the fruits of our labor. 2018 will be no different. We have envisioned, planned, and strategized for the upcoming year with new invigoration to continue our work with you to develop and serve the HR professional, and advance and lead the HR profession.

The 2018 planning began with listening. We’ve reviewed the feedback from our Member Survey and have taken into account the comments and suggestions given throughout the year.

Serve & Grow. That is my motto for 2018. As an organization, we must continue to serve our membership, business partners, and community while we also champion progress in our workplaces and region by ensuring our profession and the message of HR grows.

I am beyond excited to be your President this year, and I know we will continue in the tradition of excellence the PHRA has established. I won’t let you down!

Kori Amos
PHRA President
Whether you are at the top of the corporate ladder or just want to be heard in a meeting, influencing skills are vital for anyone to be successful. Moreover, those skills are vital for a leader, whose job it is to move people forward.

What is influence? At work, it is the capacity or power someone has to be a persuasive or compelling force to produce effects on the actions, behavior, or opinions of others. Or, put simply, it is getting someone to go from Point A to Point B. Influence can come with a position and title but it is not guaranteed. In fact, people can be influential in any role, whatever their station.

Women, however, continue to struggle while they search for ways to become more influential at work. Sometimes they toil just to have their ideas heard or valued. (Stories abound about men and women who independently present the same material and are often treated differently.)

Here then are eight strategies to raise your level of influence at work:

1. **Develop your drive to become more influential**
   First, you have to want to improve. Becoming more influential takes desire and effort. If it doesn’t matter to you, then figure out why it doesn’t matter!

2. **Remember that your workplace is not a meritocracy**
   Be careful not to get caught up in the notion that if you work hard, you will be justly and fairly rewarded. Real competition exists in the workplace. Yes, competence and results are essential for your growth. But you still must learn how to promote yourself and bring attention to your excellent work.

3. **Keep your skills and knowledge up to date**
   It is so easy nowadays to keep your skills current and continue to learn. Online courses, MOOCs, blogs, books, podcasts, seminars and even YouTube all provide easily accessible learning resources. If you’re not learning and keeping yourself up to date, know that your coworker or competitor is.

4. **Believe in yourself or what you know**
   When you’ve done #3, you have laid a strong foundation to be credible with coworkers and bosses. The next step is to have the courage to show what you know and to be as smart as anyone on the team.

   Women repeatedly underestimate their competence. An [HBR article](https://hbr.org) notes that a woman will apply for a job when she meets 100% of the job requirements, whereas a man will
apply even if he has met only 60% of the requirements.

5. Solve “important” problems
Women sometimes pride themselves at being good multitaskers, getting things done, and helping others. It’s useful to know that if you are particularly good at these traits, you also run the risk of being given lots of insignificant tasks to finish.

While you may not be in a position to say no when given these requests, you should also look for “important” problems to solve. Do all you can to understand the pain points of the business or your boss, and then help solve them. When you start to solve your business’ real problems, your level of influence will skyrocket.

6. Know when to show your agentic (masculine) and communal (feminine) communication styles
his balancing act is also called the Goldilocks Dilemma. A woman’s communication style is constantly being judged. Your style may be seen as too aggressive, demanding, competitive, or maybe too warm, caring, and soft — but never just right.

In the work world, it is detrimental for a woman to outwardly show anger. On the other hand, men are given a greater pass when they show aggression, disgust or anger. So the communication playing field is uneven. What then do you do?

You take incremental steps to bring your authentic communication style in line with what works for you and your environment. Start with self-awareness and then make small changes that will enhance your agentic and communal communication techniques. Knowing when and which communication style to show in a particular context will increase your influence.

Next, heighten your self-awareness around your nonverbal communication. Your brand of it sends many messages about you that your audience is implicitly deciphering. Nonverbal qualities for you to consider are the following: your appearance, demeanor, posture, language and speaking style, room positioning, body language, voice and diction. (This list can go on and on!)

Seek to understand how your own components of it are affecting your credibility; the right nonverbal communication can positively affect your influencing ability when you are able to project confidence, approachability, professionalism and yes, the right amount of power.

7. Prep and practice makes perfect
Like an athlete, prep and practice of a newly learned skill are important to change habits and outcomes. Self-awareness will uncover areas you want to adjust.
Practice will allow you to test your new behaviors. When you experience small wins along the way, your confidence and influence will grow.

**8. Hold up others**

Make every effort to recognize and acknowledge others at work. Research indicates that greater benefit is gained when a woman receives accolades or is promoted by others, than when she self-promotes.

This does not mean that you should not learn more effective ways to (professionally and prudently) self-promote, but it does mean that you should also find cohorts and champions who are willing to tout how great you are.

With certainty, if you start to employ these strategies you will enhance and improve your influencing capabilities. No matter what role you have in your organization, your ability to influence is key to your continued growth and success.

Business Insider: [Click Here](#)
Welcome to the Pittsburgh Human Resources Association's Engaging Pittsburgh: Innovative People Practices Awards!

In our 17th year of recognizing innovative HR practices in Southwestern PA, the PHRA has designed a movement to motivate and inspire leadership in the Pittsburgh region to consider innovative people-centered work practices. The goal of the initiative is to learn from your colleagues and improve the daily work experience of our community members!

Our six new categories below are intended to inspire and drive creativity when organizations are considering submitting a nomination. Winners will be announced at the Awards Celebration on April 5, 2017.

- Work-life Balance
- Learning & Development
- Talent Recruitment & Retention
- Transparency
- Leadership Recognition
- Team Recognition

LEARN MORE & NOMINATE YOUR COMPANY AT PittsburghHRA.org/event/EP2017
When a writer begins an article with the words “Studies have shown…” it usually means that the writer assumes those studies exist but doesn’t want to look them up to obtain citations for the piece. This article will cite no studies—actual or assumed—and will provide no quotes from outside individuals. This work is totally personal and unique to the author.

The companies that sell health insurance to employers and then sell additional, high-margin, low benefit “wellness” programs, typically have a stress management component. The stress management programs come in various forms but seem to be all shaped around employees joining hands in the lunch room and singing “Kumbaya.” There is a better way—less costly and more effective—to provide stress management.

Before we share the unique stress management technique, let’s talk about stress. You need a modicum of “acute” stress in your life. This is the type of stress that provides the adrenaline needed to jump out of the way of a car that has just run the red light or prepares you for an encounter with a mugger. The adrenaline comes and—in most cases—it goes. Many stress-related articles use the example of the attacking wild tiger. Stress is what causes blood to flow to your limbs to prepare for battle. But in today’s world, most of those attacking tigers are paper, phone, and email ones.

In my case, the threat of acute stress has an impact on my preparation for presentations or client meetings. I was once asked to speak at Country Meadows retirement community. I had been doing my presentation on a regular basis for an extended period and, with a heavy social calendar, decided to put zero preparation time in for the presentation in exchange for late night fun. The result? Let’s just say I have a strong memory of the sweat forming on my back—the result of an unprepared and uninspired presentation that caused major perspiration. That memory—and the desire never to have a repeat—now makes me overprepare for each presentation or client meeting.

“Chronic” stress is the stress we need to minimize or eliminate. This is the type of stress that leads to poor choices in food, excessive alcohol, tobacco, substance abuse, “couch potato-ism” and—in some cases—the constant release of cortisol (which may mimic chest pain).

The technique I’ve used to reduce stress is not part of any wellness program—but it should be. Since I started writing, my stress level (and I started writing when I was unemployed, broke, depressed, and starting to like Iron City beer a bit too much) has been consistently low. The cathartic benefits from writing have helped me and countless others; no need to cite any study.
Beyond the stress reducing benefits of writing, there is an invaluable package of “ancillary benefits” that come with learning the proper way to write. The major benefit is total objectivity. Marilyn vos Savant, the person with the highest record IQ, states that the basis of all intelligence is objectivity (as a person who had to take and pass a Remedial Math class in order to get into community college, I can attest to the benefits of objective thinking).

In addition to writing giving me the ability to learn things above my level of intelligence, writing has made my memory stronger, my research ability more focused, my business and personal correspondence unmatched and has blessed me with great time management skills. The development of an invaluable “BS” detector (used every day in my business) is another byproduct of writing.

Not only does writing reduce stress but it makes one better at what they do. I am an investment advisor only because I was a writer first. I’ve seen a good bit of the world only because I write. I’ve published articles and written numerous essays and five books only because…well, you get the idea.

One of the best books on the subject is From Stress to Strength, published in 1994. The author, cardiologist Robert S. Eliot, makes the point that workplace stress is highest among employees who have the least amount of control and input into their day-to-day activities. Companies that allow employees to “change their role” on occasion, or get the chance to perform other functions in a company, may lower “bottom up” stress.

“Kumbaya” in the lunch room or a low-cost, high-benefit writing program that is easy to install and provides valuable benefits? No need to stress over this decision.
Team performance and the teaming skills of managers and employees has been getting a lot of press lately (HBR, AICPA, The Economist, i4cp, Wharton, Deloitte, and others). And it has clearly reflected mixed views. Some feel all the talk about high-performance teams is over-done while others feel it’s really hard to do it well and see it as a missing link to their consistent performance and growth.

Granted, teams are not the best approach to every situation and in some cases teaming only slows things down. But we find that teaming is vital in more situations than not and will often be the difference between a high-performing company and its competitors. In general, we see three important reasons or advantages for organizations focusing on their ability to team more effectively: (1) learn and decide faster than others can; (2) move information and “products” faster; and (3) build and enhance their leadership capability.

**LEARN & DECIDE FASTER**

The accelerated and unpredictable nature of changes in today’s economic and business landscape is a threat to any organization who doesn’t learn, decide and adapt as fast as, or faster than, others. In an environment where we not only may not know the answer to a given problem, but we may not even know the real problem – the chances of one person having all the answers is rare. It’s an environment where companies increasingly have multiple product lines or lines of service, multiple sales channels and customer segments. And the typical company is frequently evaluating, investing and moving into and out of those multiple areas. The amount of data that is generated by and needed to effectively manage those dynamics can be daunting. Succeeding in that climate requires rigorous and comprehensive, yet fast, analysis of information coming in from multiple sources. While artificial intelligence and system analytics can help, many organizations must rely largely on their people to inform, evaluate and turn that data and communications into decisions and actions.

This need for speed and agility calls for more decentralized problem solving, decision making and implementation. And that means less traditional command and control approaches which can discourage the needed rigor and creative problem solving. In such an environment, teams can be far more effective at quickly and effectively analyzing and making good decisions about new information, complex data or changing circumstances. Team processes can generate a more robust list of ideas or options, more critically vet those options, and result in stronger buy-in among those who must ultimately implement the chosen option(s).

**MOVE INFO & PRODUCTS FASTER**

As organizations grow, and as their value chains (e.g., customers, suppliers, VAR’s, strategic partners, etc.) evolve, bottlenecks and disconnects are inevitable. The hierarchy lines that separate the different layers of the organization, and the org chart lines that separate different departments, territories or business
units, eventually become real boundaries. Decision makers become less in tune with and connected to the things happening on the front line where customers and suppliers engage with their people, products and processes. It’s a business landscape where suppliers may also be customers, customers may also be competitors and new ideas have smaller market entry windows and shorter shelf-life’s. The typical company gradually and innocently becomes less familiar and less engaged with its value chain — and thus it becomes less responsive, less proactive and less successful.

A teaming oriented culture and team-based organization structure can be a real asset in such an environment. The ability to get ideas, products, issues, solutions and feedback flowing more quickly and transparently between the company, employees and markets can be a significant value driver. In a recent AICPA study, 72% of the respondents cited internal barriers or silos as being the cause for failed initiatives or projects. And in a recent Deloitte study, only 21% felt they were good at working across functions. The Deloitte study also showed 80% of respondents are restructuring into more agile and market-focused teams to get their people closer to the products and customers.

We’re similarly seeing a number of companies decentralizing their authority and decision making, and making more use of cross-functional teams to communicate and coordinate activities in a faster and more effective manner. We’re also seeing organizations put a higher premium on team-oriented skills and behaviors in their hiring, promotion, training and compensation practices. And we’re seeing companies who are already good at teaming internally, apply that mindset and skillset externally. Their aim is to not just be more responsive to their market’s changes, but to be better positioned to anticipate and even shape what those changes might be or could be.

BUILD & ENHANCE LEADERSHIP CAPABILITY

Given the forces described above, there is simply too much information and too many variables for a leader to consider and synthesize on their own. Leaders must spend their time on the highest-risk, highest-return priorities, and rely on others, those closest to the assets, to figure out the rest. In addition, with spans of control rising and with employees wanting more meaningful roles, there’s less time for and desire for closely managing everyone. Increasingly, today’s workplace and workforce requires managers to be less of a boss and more of a facilitator or process coach. Focusing on the higher priorities and knowing how to leverage the team skills and processes among their direct reports is a skill which many managers still need to develop.

It also requires managers to be more effective delegators and people developers as they push problem solving and decision making down the line to others who don’t have the same breadth of experience and enterprise focus as the more experienced leaders likely have. This represents another type or level of
skills that may need developed. Lastly, teams often provide senior leaders with earlier, if not more reliable, examples of a person’s informal leadership ability or potential to lead. This can be very helpful for future succession or promotion considerations and plans.

CONCLUSION

For various reasons, and in certain circumstances, teams are simply more effective at some things than individuals are. Just look at the role many Advisory Boards or Boards of Directors play. While they usually have an external oversight responsibility, they are also a team of diverse backgrounds that has been assembled to help better assess and address challenges and opportunities at the senior leadership level. They add value to the existing capabilities of the CEO or President or other presiding executive(s). Teams assembled within the organization can similarly add value in this complex and fast moving environment. Hopefully, this article has given you some examples of that.

We have worked with dozens of organizations to help evaluate, shape and improve their team effectiveness and related teaming skills. Let us know if we can help you create or better leverage high-performance team(s) in your organization. Bill Thomas 866.302.9099 or Bill@centricperformance.com or www.centricperformance.com.
NEW MEMBERS

Rob Auth
ShaNay Baker, PHR
Duquesne University

Bria Blackwell
Kristen Blazeyewski

Alan Bolyard, CCP
Corporate Compensation Partners, LLC

Marian Brucker
Elena Colianni
Mid Atlantic Capital Group, Inc.

Nikki Corcoran
Ellen Davis

Jerry Eonta
Dale Carnegie Training

Keri Graves
CTR HCM

Jason Green
Robert Morris University

Robyn Guy
Wesley Family Services

Timothy Hodgson
United States Air Force

Jennifer Honick
Argo AI

Rachel Hue

Emily Itle
Pennsylvania One Call System, Inc.

Dionna Johnson

Tiffany Kidwell
PeopleShare

Jared Kronstain
Gateway Rehabilitation Center

Josh Lyman, SHRM-CP

Mary MacDonell
Jewish Association on Aging

Serena Malahoo

Rachel Maurice

Ashlii McGee

Gwen Norsic

Kelly Parker

Denton Poe

Peter Riesbeck
Riesbeck Food Markets, Inc.

Carrie Rodgers
AAA East Central

Samantha Roffman
Wyndham Hotels

Kara Rohlf

Megan Rohrkaste
UTC Partners

Michelle Sabourin
Matrix PDM Engineering

Anna Scofield
UPMC Insurance Division

Andrew Scott
Allegheny County

Debbie Walker
Kawneer Cranberry

Tanner Wilcox

ON THE MOVE

Congratulations to the following PHRA members on recently achieving their SHRM certification:

Lori Brown, SHRM-CP
Allegheny Valley Hospital

Craig Conaway, SHRM-CP
The Nutrition Group

Carla Corey, SHRM-SCP
Seubert & Associates, Inc.

Kelly M. Rager, SHRM-CP
Galliker Dairy Company
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!

To learn more and register for PHRA events

Click Here

**January 9**
*Healthcare Reform: Where Are We Now*
PHRA Training Center

**January 16**
*LIVE! Webinar: 2018 EEOC Review*
Online & PHRA Training Center

**February 13**
*Exit Performance Reviews – Enter Better Goal Setting, Feedback, Coaching and Development*
PHRA Training Center

**February 19**
*Spring SHRM Certification Prep Class Begins*
PHRA Training Center

**March 20**
*Engage and Retain the Good Ones – Connecting Employer Brand to Talent Management*
PHRA Training Center

**March 21**
*Webinar: Mobilizing Training*
Online

**March 23**
*HR Academy Conference*
DoubleTree Pittsburgh

**April 18**
*Engaging Pittsburgh Awards Celebration*
20th Century Club, Oakland

**May 16**
*The Best Superheroes for Talent Acquisition and What to Do if You’re a Mere Mortal*
PHRA Training Center

**June 19**
*Workplace Highs and Lows-Medical Marijuana in Pennsylvania and the Husbandry of the ADA & FMLA*
PHRA Training Center

**July 17**
*SPhR CREDITS*
Managing Strategic Change
PHRA Training Center

**October 16**
*Employee Viability Equals Employer Viability: Addressing Employer Vulnerabilities and Key Strategies*
PHRA Training Center
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