71ST ANNUAL
HR CONFERENCE & EXHIBITION
Together Towards Tomorrow

PROUDLY PRESENTING
OPENING KEYNOTE SPEAKER

Johnny C. Taylor, Jr., SHRM-SCP
President & CEO, SHRM

OCTOBER 22-23, 2019
DOUBLETREE BY HILTON CRANBERRY, PA

For info, tickets & updates visit
PittsburghHRA.org/Event/2019
# TABLE OF CONTENTS

2019 PHRA President’s Message ................................................................. 4  
DOL Proposing Substantial Changes to Seven FMLA Forms .................. 6  
Introduction to the EUQ (Employee Utilization Quotient) Assessment ................ 10  
What is HR Like a Boss? ........................................................................ 13  
Top 10 Organizational Effectiveness Trends for 2030 .......................... 15  
Can I Fire an Employee for That? Social Media in the Workplace .......... 17  
Driving Results through Talent Assessment and Analytics .................. 20  
Extra! Extra! Read All About It! Two New City Of Pittsburgh Employment Laws Compel Your Compliance ......................................................... 22  
The Data-Driven HR Revolution: 5 Trends to Watch ......................... 25  
If You Train Them, They Will Come, Participate and Contribute .......... 27  
Generational Messaging Helps Employees Understand Benefits ........ 28  
Partner Violence, Disclosure, and Workplace Safety ............................ 29  
PHRA—4 Letters That Really Matter ...................................................... 31  
On The Move ......................................................................................... 34  
2019 Events .............................................................................................. 35
Students Need School Supplies – HR Needs Supplies Too!

This is the time of year where teachers and schools are preparing for the return of their students. Parents are purchasing school supplies and school clothes for their children for the school year. There is a buzz of excitement in the air – for some it is their senior year in high school and college, new classmates, what does the school year have in store for the students to experience!

The same buzz of excitement is in the air for HR and we need supplies too! The world of HR is ever changing and our supplies are to help us become better strategic partners for our employer, write/implement a new policy; refresh our understanding about a certain employment law; gain new colleagues in the HR profession etc. These are just a few examples of supplies that can be gained when you utilize your membership with the PHRA.

I challenge all HR professionals in the Greater Pittsburgh area to write down a list of the HR supplies that you are in need of and start getting involved to get those supplies. It is never too late to start!

Thanks

Janet K. Manuel, MS, SHRM-CP and PHR
Director, HR & Civil Service and EEO/D&I Officer
City of Pittsburgh
Email: jmanuel@pittsburghpa.gov
Phone: 412-255-2717
Fax: 412-255-4736
Transform your career or your business
On August 5, the Department of Labor (DOL) published a notice in the Federal Register soliciting comments concerning a proposed revision of seven FMLA forms. The DOL’s intent is to improve the understandability and usefulness of the FMLA forms. Employers who want to comment on the proposed forms have until October 4, 2019 to submit their comments (information on where and how to send comments is below).

Although some of the changes are relatively minor and involve only modifying how information is requested, other changes are substantial and will require more employer and employee (and healthcare provider) involvement. Following are a few examples of significant changes:

**Form WH-380-E Certification of Health Care Provider for Employee’s Serious Health Condition**

The current Form WH-380 requests a modest amount of employer information in the first section — the employer’s name and contact information, the employee’s job title and regular work schedule, and the employee’s essential job functions. The proposed new form requests the same information (although in a slightly different format), and also requires the employer to include three specific dates: (1) the date the employer learned of the employee’s need for leave, (2) the date leave is to begin, and (3) the date by which medical certification must be provided.

Similarly, the second section - the healthcare provider section - has been redesigned and additional information required. For example, the provider is asked to indicate if the employee has a chronic condition, a permanent or long term condition (such as Alzheimer’s), and/or a condition requiring multiple treatments (such as chemotherapy). Changes are being proposed for the section where the provider describes the amount of leave the employee will need.

**Form WH-380-F Certification of Health Care Provider for Serious Health Condition of the Family Member**

Significant changes are made in proposed Form WH-380-F. Similar to Form WH-380-E, the first section of the current form only requires the employer to provide its name and contact information. The new proposed form has a separate employer section where the employer is to provide information about when it learned of the need for FMLA, the date FMLA leave is to begin, and the date on which medical certification must be returned.

The employee section of the proposed form has been expanded to collect specific information such as a description of the type of care that the employee will provide to the family member. For example, there are check boxes for the employee to indicate if they will provide assistance with medical, hygiene, nutrition, or safety needs; transportation; physical care; and/or psychological care. The current form only asks the employee to describe the care. In addition in the proposed form, if a reduced work schedule is needed, the employee is asked to provide an estimate of the dates and amount of time estimated for the reduced work schedule.

Similar to Form WH-380-E, the healthcare provider section asks the healthcare provider to provide more information about the patient’s medical condition and the employee’s need for leave.
DOL Proposing Substantial Changes to Seven FMLA Forms (CONT).

Form WH-381 Notice of Eligibility and Rights & Responsibilities

The current form is two pages using small font, whereas the proposed form is six pages. Even though the font is larger in the proposed form and some of the changes are reformatting intended to make the form more user-friendly (e.g., checkboxes are used), the proposed form contains substantially more instruction and requests more information. For example, there is a section called “Additional Information Needed.” This new section, which is to be completed by the employer, is more specific about the certification forms to be provided and what could be reasonable documentation of the relationship between the employee and a family member. The proposed form also requests employer contact information. Section 3 – Notice of Rights and Responsibilities -- substantially expands upon the current Part B – Rights and Responsibilities for Taking FMLA Leave. The proposed form contains considerably more detail describing the employee’s rights and responsibilities, such as a discussion of the “substitution of paid leave.” It also has a Part C – Maintain Health Benefits – that tells the employee whom to contact about making arrangements to continue coverage along with general information about grace periods for paying required contributions. There is new material about other employee benefits such as pension.

Form WH-382 Designation Notice

The current 1-page form (small font) would be replaced by the proposed form (somewhat larger font) of 2 ½ pages. The proposed form requires the employer to provide more information such as checking a box to indicate the reason for which FMLA has been requested. The section requesting additional information to review an FMLA leave request has been reformatted and more explanation provided. The information provided for an approved FMLA leave has been reformatted and expanded. For example, the proposed form contains a series of checkboxes that the employer would use to indicate if the leave will be unpaid, if the employee is requesting to substitute paid leave, if the employer is requiring the substitution of paid leave, and if the FMLA leave will be used at the same time as other types of leave such as workers’ compensation leave. A checkbox would be used to report return-to-work requirements.

Form WH-384 Certification of Qualifying Exigency for Military Family Leave

Similar to the other forms, this form requires the employer to include the employee’s name and to provide three dates: (1) when the employer learned of the need for leave, (2) when the leave is to begin, and (3) when the certification form must be returned. The current form only requires the employer’s name and contact information. The new form expands the employee section and reformats the form to make it more user-friendly. Additional text, such as a paragraph explaining “in loco parentis” is be included in the proposed form. The section where the employee indicates the reason for the qualifying exigency leave is expanded and uses checkboxes and short blank spaces where the employee may provide specific information such as the military event and related activity if the leave is related to military service. The current form simply asks the employee to describe the reason for the leave in a paragraph form. The section where the employee indicates the amount of leave needed and when has been reformatted with additional information requested such as starting and ending dates for a reduced schedule.
DOL Proposing Substantial Changes to Seven FMLA Forms (CONT).

Form WH-385 Certification for Serious Injury or Illness of a Current Servicemember for Military Leave

The proposed form has been reformatted and includes additional explanatory text intended to make it easier for employees to use. For example, in the employee information section “next of kin” and “in loco parentis” are defined for the employee. In the current form, the section “Care to be Provided to the Servicemember” simply asks the employee to describe the care to be provided. The proposed form uses checkboxes to ask the employee what type of care – such as assistance with basic medical or safety needs, physical care or transportation – and also asks the employee to give an estimate of the amount of leave that will be needed. The employee is also asked to provide additional information if a reduced work schedule will be necessary. The medical information section to be completed by the healthcare provider has also been expanded.

Form WH-385-V Certification for Serious Injury or Illness of a Veteran for Military Caregiver Leave

The current form has a “notice to the employer” at the beginning, but no section for the employer to complete. The proposed form has a section for the employer to complete. The information is not extensive, but it is more than employers have needed to do in the past. The new employer section requires the employee’s and employer’s name and three dates: (1) the date the employer learned of the employee’s need for leave, (2) the date leave is to begin, and (3) when certification must be returned. In the proposed form, the employee section is expanded to explain terms such as “next of kin” and “in loco parentis.” The section “Care to be Provided to the Veteran” would be changed from two blank lines that the employee uses to describe that care to three questions that include checkboxes. The proposed form also requires the employee to provide an estimate of the amount of leave needed and information if a reduced work schedule will be needed. Interestingly, the proposed form would eliminated about ½ page of instructions to the healthcare provider. The information required from the provider is similar, but reformatted and expanded somewhat.

Current and Proposed Forms

The new proposed forms represent a very significant change from the forms currently in use. They will require employers, employees, and healthcare providers to adjust to a new format and in most cases provide more information than has been provided in the past. As a result, employers may want to look at the current and proposed forms and provide their comments to the DOL. In order to make it easier to find both sets of forms, we have included a chart with links to each one.

<table>
<thead>
<tr>
<th>Form Number</th>
<th>Current Version</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>WH-380-E (May 2015)</td>
<td>Click Here</td>
<td>Click Here</td>
</tr>
<tr>
<td>WH-380-F (May 2015)</td>
<td>Click Here</td>
<td>Click Here</td>
</tr>
<tr>
<td>WH-381 (Feb 2013)</td>
<td>Click Here</td>
<td>Click Here</td>
</tr>
<tr>
<td>WH-382 (Jan 2009)</td>
<td>Click Here</td>
<td>Click Here</td>
</tr>
<tr>
<td>WH-384 (Feb 2013)</td>
<td>Click Here</td>
<td>Click Here</td>
</tr>
<tr>
<td>WH-385 (May 2015)</td>
<td>Click Here</td>
<td>Click Here</td>
</tr>
<tr>
<td>WH-385-V (May 2015)</td>
<td>Click Here</td>
<td>Click Here</td>
</tr>
</tbody>
</table>
How to Submit Comments

Employers may submit comments identified by Control Number 1235-0003, by either of the following methods:

- Email – WHDPRACOMMENTS@dol.gov
- Mail, hand delivery, or courier Division of Regulations, Legislation, and Interpretation, Wage and Hour, U.S. Department of Labor, Room S-3502, 200 Constitution Avenue NW, Washington, DC 20210

Employers are asked to submit comments by only one method. All submissions must include the agency name and Control Number indicated above. All comments must be received on or before October 4, 2019.

The intent of this article is to provide general information on employee benefit issues. It should not be construed as legal advice and, as with any interpretation of law, plan sponsors should seek proper legal advice for application of these rules to their plans.
The EUQ assesses employee utilization on a scale of 0 to 100%. Organizations can then take the steps necessary to achieve higher levels of employee utilization and corresponding increases in organizational performance.

The Employee Utilization Quotient (EUQ) Assessment is based on the principles of Lean Manufacturing and Six Sigma. Becoming “lean” is all about the identification and elimination of wastes. There are eight major wastes in an organization: Overproduction, Waiting, Transportation or Conveyance, Overprocessing or Incorrect Processing, Excess Inventory, Unnecessary Movement, Defects, and Unused Employee Creativity or Underutilized Employees. The EUQ Assessment is the first assessment known to measure the eighth waste. It assesses whether an organization is utilizing its employees to their highest potential and whether it is fully harnessing the talents of its best asset—its people.

An organization that is not utilizing its employees could lose time, ideas, skills, and improvements, while also missing out on learning opportunities by not engaging or listening to its people (Liker & Meier, 2006). Employee underutilization also involves employees who are not effectively engaged in the process or whose expertise is not tapped into where process improvement is concerned. In an office setting, this might include things like insufficient training, poor incentives, not asking for feedback, and placing employees in positions below their skill levels and qualifications. In a manufacturing setting, this might include things like insufficient training, employees not knowing how to effectively operate equipment, possessing incorrect tools for the task, and not being challenged to come up with ways to improve the work process.

Although incredibly crucial, underutilization of employees is one of the most difficult wastes to identify in an organization. The EUQ Assessment helps organizations experience the great benefits that arise from acknowledging the skills of its employees and tapping into the value of their shared experiences. The EUQ Assessment consists of 35 items contained within six subscales: Culture and Development, Opportunities for Input, Job Fit, Supervisory Relations, Efficiency, and Readiness and Expectations. The six subscales are further defined below.

**Employee Utilization Quotient Assessment: Subscales**

**Subscale Name**

1. **Culture and Development**
   - Assessment of skills, goals, and interests
   - Reward/recognition from leadership
   - Motivation and performance tracking

2. **Opportunities for Input**
   - Opportunities for creativity and authority
   - Decision making contributions
   - Problem solving
3. Job Fit
   − Utilization of experience, education, skills, and talents
   − Match between position and skills

4. Supervisory Relations
   − Mentoring
   − Help with problem solving
   − Providing resources and feedback

5. Efficiency
   − Wasted time
   − Correcting errors
   − Putting out fires

6. Readiness and Expectations
   − Training and qualifications
   − Clear expectations

PURPOSE
The purpose of the EUQ Assessment is to determine whether an organization is utilizing its employees to their fullest potential. It considers many aspects of the way in which organizations use—or do not use—their human capital. The most valuable asset of an organization is its people, so having a way to assess levels of their utilization is key for success. Because of the six subscales contained within the assessment, the EUQ Assessment can pinpoint areas of weakness toward which improvement should be targeted as well as highlight areas of strength toward which maintenance efforts should be directed.

The EUQ Assessment was created in 2018. It can be used in organizations of any size, including employees of various supervisory and non-supervisory levels. Although Employee Utilization is traditionally thought to be relevant to manufacturing, the EUQ Assessment is equally appropriate for healthcare, financial services, government, education, retail, consulting and non-profit organizations.

ADMINISTRATION
The EUQ Assessment can be administered online via the Internet, which is the preferred method of administration. Access to the assessment is gained through an assigned URL link that allows the assessment record to be traced to a specific client or organization. The assessment typically takes about 5-6 minutes to complete, but there is no time limit. Every item requires an answer, so it is mandatory that the entire assessment be completed.

The EUQ Assessment may also be administered via paper-and-pencil format. If the organization’s employees do not have access to an online computer, a paper version can be utilized.
Introduction to the EUQ (Employee Utilization Quotient) Assessment (CONT).

**SCORING**

The EUQ Assessment is scored two different ways. The Overall EUQ score provides an index of the organization’s utilization on a broad, overarching level. An organization will also receive an EUQ score for each of the six subscales to hone in on specific areas of improvement or to better highlight areas of concern.

The EUQ Assessment contains 35 items and is scored on a scale of 1-5. Therefore, the Maximum Total Score is calculated based on selecting the maximum score (i.e., an answer of 5 selected for every item) for either the full 35 items or the number of items in the particular subscale of interest.

The formulas for calculating both the Overall EUQ Score and the EUQ by Subscale Score are presented below.

**Overall EUQ Score** → \[ \frac{\text{Total Score Obtained}}{\text{Maximum Total Score}} = \% \text{ Overall Utilization on Scale of 0 to 100\%} \]

**EUQ by Subscale Score** → \[ \frac{\text{Total Score Obtained}}{\text{Maximum Score for Subscale}} = \% \text{ Utilization by Subscales 1 (disagree) to 5 (strongly agree) on a Scale of 0 to 100\%} \]

**NEXT STEPS**

After the EUQ scores are calculated, the organization will evaluate EU (employee utilization) levels and may decide to set improvement goals for EU performance and time frames to achieve these goals. The organization’s other key performance metrics are benchmarked for their baseline performance at the same time as the initial EUQ assessment.

Causes of unsatisfactory employee utilization levels are determined and solutions for improvement are developed and implemented. The EUQ assessment is conducted again after the implementation of solutions to determine if goal levels of EU have been achieved. The new levels of EU are then compared to the new levels of key organizational performance metrics to determine if a positive correlation exists.
When was the last time you thought HR should be more involved in the strategic decisions of your organization? Chances are you said recently. If so, I designed “HR Like a Boss” for you! You’ll gain greater insight into how to gain the attention of your organization’s CEO (aka the boss) and have a positive impact on your organization.

With low unemployment rates, unique political challenges, and continuously changing regulations, it’s imperative that HR works to bridge the gap between employees and the c-suite. There currently exists an opportunity to improve employee engagement and retention to further the goals of the organization.

If you want to learn how to “HR Like a Boss,” don’t think about taking a nap after lunch on the first day of the 2019 PHRA Annual Conference and Exhibition (October 22). Should you do so, not only will you miss out on my performance – I mean presentation – but you will be keeping yourself from understanding what makes the boss tick and how to influence change for HR’s benefit.

What does “like a boss” even mean? While The Lonely Island may have popularized the phrase in 2009 with their NSFW song, my presentation is much more similar to The Boss (Bruce Springsteen) than SNL-worthy content. Essentially “like a boss” means doing the activity with authority and finesse. However, we’re taking you beyond finesse and authority, and straight to the c-suite.

As I prepare any presentation, I always have three key goals. These goals help me determine everything from the content to the tone to the breakout sessions and even what music I’ll play before my presentation. For my session at PHRA’s Annual Conference, my goals are:

– to have a great time,
– collaborate on strategies and ideas that successfully grow organizations, and
– share how you can leverage your human capital to continue to improve creativity and innovation.

Bosses want effectiveness, results, productivity, and to know where you add value. They want you to address issues by presenting a solution that is well thought out and tested. They want you to understand the organization’s finances and how HR is making a positive impact on people AND the growth of the organization.

We will review tactics that will ensure HR is at the front seat of critical decisions by being brutally honest, obsessing (in a good way) about your organization, truly serving the needs of your company, and adding value with key HR initiatives that will yield results for your organization. We’ll work together to develop strategies you can implement to effective change and organizational productivity.
Through breakout sessions and ongoing conversations, we’ll work together to build you a plan that can genuinely catapult your HR career to the next level or help your boss see HR as an essential partner for the organization. We’ll even address the elephant in the room by discussing why your employees hate HR.

Here’s a presentation spoiler: one of the first steps to thinking like a boss is to commit to meeting the organization’s goals. Have you made that commitment? If not, make sure you do so today.

Finally, when you get HR professionals together, it is bound to be a good time. We will have fun throughout the presentation while learning from each other. I’m excited to travel from Akron to better understand how the HR professionals of Pittsburgh are propelling the HR community forward.

About the author:
John is the president and founder of Willory, a staffing and consulting firm solely focused on HR and payroll. The firm helps clients transform their organization through people, process, and technology. Willory ensures our clients have the best talent in their HR and payroll department, their employee life cycle process is effective and compliant, and they are optimizing their HR technology. With over 22 years’ experience within the payroll and HR niche, John is uniquely qualified to drive Willory into a leadership position within the HR and payroll staffing and consulting space.
The pace of change is accelerating, creating new and different issues, requiring leaders to prepare for 2030 today.

From futurists to technical experts, everyone agrees the world of work is going to change by 2030. That is not revolutionary news, as work constantly evolves and technology accelerates that evolution.

Think back to 2008. What if you had known that within 10 years:

- AI would be a critical member of your team
- Employees would use mobile devices to access the majority of their needed information
- Flexible work would transition from a perk to an expectation

How would this information have changed your priorities? Would you have hired other people, invested in alternative projects, or measured success differently?

For the last 10 years, we have dealt with an accelerating pace of change in just about every facet of business, from the globalization of markets to increased speed and diversity of competition, and from changing customer demands to shifting employee requirements. Now, as we look at the next 10 years we see the pace of change only accelerating.

Companies who prepare for future shifts are the ones that survive and thrive.

10 Trends will significantly impact the workplace of the future

There are a handful of megatrends that cut across all markets; they are consistently discussed and commonly agreed on by strategists across disciplines. When taken together, however, they show a drastically different future state of work, and create a compelling reason to take action today.

Local Globalization - While globalization continues with companies expanding their footprints around the world, there will be an increased focus on the local market.

Ecosystem Collapse - It has become increasingly more important for companies to be aware of the shifting landscape in their ecosystem, and their role in creating the shift.

Reputation over Revenue - Employees, customers and investors want social responsibility, environmental accountability and increasingly social activism from companies.

Analytic Capacity - In the future, companies will need the in-house skills to derive insight from both customer and employee data in order to create the best customer and employee experiences.

Diversified Power - In 2030, organizational power will not sit with organizational leaders, but with employees who have the information necessary to make decisions.
Omnipresent Workforce - Employees who leverage technology can work anywhere, anytime, reducing their reliance on any one company and increasing the competition for their skills.

Upended Pyramid - For decades we have witnessed the unproductive practice of companies promoting their best and brightest technicians into management roles.

Career Path Reshaped - Employee career paths will extend outside of the organization, requiring companies to think, and plan, ore broadly and creatively.

Whole Person Employment - Just as healthcare has become more patient-centric, the workplace is becoming more employee-centric, increasing the demands placed on HR departments and leaders.

Innovative Innovation - The speed of innovation makes it hard to keep up, let alone get ahead of the curve. Companies will have to innovate beyond technology into business practices and ways of working.

The Workplace of 2030

Taken together, these trends will create new, more challenging requirements for HR and business leaders. Companies who see these trends coming, and prepare their leaders, will win in the workplace of 2030.

To learn more, download our ebook, Organization Effectiveness for 2030 - Are You Ready? How the World of Work is Changing or come to our presentation at the PHRA Conference.
Can I Fire an Employee for That? Social Media in the Workplace
By: Bethany Salvatore and Bryant Andrews, Cozen O’Connor

Millennials are now the largest generation in the United States labor force. This is a generation that has grown up using social media as part of their everyday lives. How can, and should, employers handle employee social media use on and off the clock? When does an employee’s Facebook post amount to a verbal threat against another employee? When does an Instagram comment on a co-worker’s picture border on harassment or discrimination? When is an employee’s Twitter message considered protected under the law? Can I issue a written warning, suspend, or even terminate the employee? This article broadly addresses these questions, so that HR and management know how to respond when an employee says: “Hey Google, update my timeline.”

I. Social Media Use Statistics
Employers and HR representatives may be surprised to learn the staggering statistics associated with their employees’ use of social media on and off the job. Below are just a few statistics provided by the PEW Research Center:

1. Social media use by trend: Social media networking use has exploded. Since 2005, Social media use among all adults has increased 900%.

2. Social media use by age: Not surprisingly, young adults are the most likely to be using social media.

3. Social media use by education: Studies suggest that individuals with a lower education are less likely to use social media platforms. There is a statistically significant disparity in social media use between adults with some college education and those with a high school diploma or its equivalent.

4. Social media use by income: Studies show that individuals with a higher household income are more likely to use social media.

The common theme in all of this data is that social media use is prevalent, and here to stay. Indeed, it is bound to go up over time. Employers, therefore, can and should expect that social media use will be used during work, and/or will impact the workplace.

II. Social Media Use and Title VII Considerations
One way that social media use becomes an issue in the workplace is when comments, likes, and posts rise to the level of harassment or discrimination under Title VII of the Civil Rights Act of 1964 (“Title VII”). Under Title VII, employers have a duty to ensure their work environment is free from discrimination, harassment and intimidation based upon a protected category. Title VII prohibits discrimination or harassment on the basis of race, color, national origin, religion and sex. Employers are required to take action to when necessary to eliminate or redress employee harassment.

An employee’s conduct online, whether during work or outside of work, may require the employer to take action to safeguard other employees’ Title VII rights. Before taking action, however, employers should consider the following preliminary questions to put themselves in a stronger defensive position should litigation arise over the message(s):
1. **Does the company have a copy of the tweet or post?**
   a. Print and save tweet or post in question in case it is later deleted.
   b. Record how you learned of the tweet and the name, date, time and content of any complaints you have received about the tweet.
   c. Does the post relate to working conditions or wages?

2. **National Labor Relations Act ("NLRA") Considerations.**
   a. An employee has a protected right to complain about the job, working conditions, wages, or even managers and supervisors. Be careful, as a general rule, not to subject the employee to any adverse employment actions based on this kind of activity. Employers, of course, have the right to ask the employee how the job, work conditions, wages, etc. can be improved, or to try to address the concerns in another way.
   b. There are instances, however, when messages about the above described areas are so alarming that they fall out of NLRA protection, these instances will be discussed in detail during the power point program.

3. **Would the post be considered harassment if said face to face?**
   a. Consult the company harassment policy and evaluate it the same way you would as if it were a face to face conversation. Factors the courts look at when evaluating severity of conduct includes: 1) the frequency of the conduct, 2) the severity of the conduct, 3) whether it is physically threatening or demeaning, 4) whether the conduct interferes with an employee’s work performance

4. **Who is the author?**
   e. Is it a manager/supervisor? Harassment by managers/supervisors is treated more harshly under Title VII, and employer liability is presumed if the post if harassing. Notably, however, managers/supervisors aren’t covered by the NLRA.

5. **What is the context?**
   a. Always take a breath and step away before deciding on important termination or discipline decisions, as it is easy sometimes to get caught up in the emotions of moment. Consider whether something similar ever happened before, and evaluate what steps the company took in that situation. Employers should always try to maintain consistency in their enforcement of policies. Being inconsistent opens companies up to liability for discrimination as it allows plaintiffs to claim that they were treated differently than other employees based on their race, gender, religion, prior complaints to management, etc.
III. Social Media Use and Hiring Decisions

Is it illegal for an employer to look at properly obtained social media information when making a hiring decision? No. Any potential liability results from what the employer does with the information after they read it. The mere allegation of illegal discrimination in hiring based on social media information can be costly and difficult to litigate, so the benefit of any information gained through social media may outweigh the potential costs.

If your company finds information from social media that it deems necessary to consider in the hiring process, however, below are a few tips to keep in mind to minimize risks of liability:

1. Wall off decision makers from the screening process.
   a. If you are making the hiring decision, do not do the social media screen. This makes it more difficult to prove that the company received any protected information (race, gender, religion, union affiliation, etc.) from social media.

2. Whoever does the social media screen should be familiar with employment laws and what information can or cannot be considered in the hiring process.
   a. The company will want to establish internal protocols for social media checks that outline exactly what the screener should be looking for and how it relates to the position being filled.

3. Make sure the company is not just picking and choosing who it wants to screen.
   a. Consistency is crucial. If it means that the company only performs the social media check on the designated finalists right before the final interview, then so be it. Just be sure to have a consistent practice. Do not use social media to decide who gets an interview.

There are many considerations at play for management and HR representatives when handling social media posts. While it is not always clear what is the “right” move, the above best practices can help you determine if you want to use social media posts for your employment decisions, and how to use them.
I recently had the pleasure of hearing Dr. Beverly Tarulli, the Vice President of PepsiCo’s Human Capital Strategies and Workforce Analytics team, present her perspective on talent analytics. I was very impressed by how Bev and PepsiCo are approaching this rapidly advancing field, moving HR analytics from doing past-looking reporting to forward-looking prediction and forecasting.

However, for many of the talent professionals in attendance who didn’t have Dr. Tarulli’s unique background and/or PepsiCo’s resources, this new technical realm was a little daunting. It turns out that they are not alone. According to a recent Deloitte report, 71% of companies see talent analytics as a high priority but only 9% believe they have a good understanding of where to start . . . and only 8% feel they have usable data.

So . . . how can you approach talent analytics in a way that can make this endeavor less daunting?

Let’s start by defining talent analytics. The most frequent definition I see is, “using digital tools and data to measure, report, and understand employee performance.” To me, that definition seems limiting, with its focus on “reporting” and “employee performance”. I prefer Dr. Tarulli’s more expansive definition: “using experimental approaches to solve people-related business challenges or problems.” That definition suggests that we start with a business problem or question and then design an approach to find solutions.

The most common problems I’ve been addressing with my clients tend to fall into two categories: driving talent strategy (Do we have the talent we need to grow?, Do we have our best talent focused in the roles where they can have the greatest impact?) and improving talent processes (Are we recruiting the talent we need to grow?, Are we promoting the best and brightest?). These are not yet spilling over into the heady sphere of real-time prediction and forecasting, due mostly to a lack of data, but are great places for many companies to start to build insights and to complete meaningful evaluations. We have come up with some quick wins with these analytics, as long as the organization had some historical data or was willing to invest the time in generating reliable and valid data.

Having quality data to analyze is often the next step in the process. One of the most fruitful sources of data comes from talent reviews. If a company doesn’t have a talent review process, then it’s not that complicated to implement. Talent reviews are widely used but I often find that the data gathered in the process is not the most reliable, particularly if the source of the data is uncalibrated or from performance reviews. In addition, many organizations have not kept their talent assessment criteria up to date with the latest research. For example, many organizations assess employee performance in terms of accomplishments or attaining objectives. Research now shows that is just a small component of performance that impacts organization performance. Two other factors must be considered - how much the employee contributes to the success of others over time and how effectively they align their work with others on their team or in their network.

The next hurdle tends to be having the right analytical tools, methodologies or capabilities. Let’s face it; HR has not historically been a hotbed of analytical skills. This is an area that we as a profession must address since
Driving Results through Talent Assessment and Analytics (CONT.)

business leaders are expecting all functions to provide actionable insights from analytics. Luckily, new tools are coming online all the time. Most HRIS or ERP vendors have people analytics imbedded in their products. In the meantime, I have used simple spreadsheets or user-friendly business intelligence software to effectively fill the bill.

One of the most effective and easily applied methodologies comes in the form of the venerable 9 Box or Performance Potential Matrix. The basic matrix has been used for a long time to visualize the results of talent assessments. By upgrading the definitions of performance and potential, entering the assessment data in a basic database with other talent demographics, and then slicing and dicing the data in number of different matrices, you can begin answering a wide variety of talent questions.

For example, surveys have shown that recruiting effectiveness is often a high priority focus of analytics. Creating a Performance Potential Matrix of external placements over the last few years can answer the question, “Are we recruiting and placing the right kind of talent?” Slicing the data again by looking at placements in mission-critical or pivotal roles that have been tough to fill can show the ROI on the increased time and money invested in finding scarce talent.

Talent analytics is quickly growing into a must-have capability for HR. Don’t be daunted by this exciting new opportunity to help lead your company forward and show how HR cannot just be reactive but actually help drive results.

***

Interested in learning more?

Attend my presentation on this topic at the PHRA Annual Conference on October 22.


www.mcassociatesinc.com
After the recent Alert I wrote for the PHRA went viral (okay, I confess – it only went out to the PHRA membership), I received a number of different questions about the two new laws discussed in the Alert: one adding to the protected categories of discrimination in the City, and another relating to Paid Sick Leave. Because there was great interest in the application of these laws – particularly the Paid Sick Days Act – I felt a bit of a longer write-up about both was warranted, so whether you caught or missed the Alert, read on for important details about each of them!

The bill which amended the City’s Human Rights Ordinance to add “gender identity” and “gender expression” to the list of those classes protected from discrimination is the more straightforward of the two, and like many laws which have been passed at the state and local level all over the country in this area over the last 5-10 years. Gender identity is defined in the bill as “a person’s actual or perceived identity as it relates to the gender spectra.” Meanwhile, gender expression is defined as “a person’s actual or perceived expression of gender identity through appearance, dress, behavior, mannerisms, or other traits.”

These definitions obviously encompass fuller perspectives on a person’s gender – binary (male or female) or non-binary (somewhere in between) – whether assessed through the eyes of the individual or the manner in which others perceive that individual, or based on how the person behaves, dresses, etc. While it has been unlawful at the federal level for a long time to discriminate on the basis of gender stereotypes, with those prohibitions having led to a number of claims of discrimination based on sexual orientation when harassment occurs on account of those stereotypes, the main thrust of the City of Pittsburgh’s new ordinance is designed both to now formally make illegal in the City any type of discrimination due to those stereotypes, as well as to expand on the growing variations in how identity is held and viewed throughout our society and protect those variations in identity and perception from discrimination, as well.

In summary, under the City’s Human Rights Ordinance, it is now unlawful for employers within the City to discriminate on account of these additional protected classes in hiring, compensation, promotion, discharge, or other terms or conditions of employment. The law is effective immediately and covered employers in the City certainly should – at a minimum – consider updating any employee handbook language they have which addresses discrimination and harassment to add these categories and make sure all employees, including supervisory and managerial employees are aware of the changes. Training on the changes also may be advisable.

Meanwhile, employers in the City of Pittsburgh have now officially been put on the clock to provide certain paid sick leave to particular employees. Following a four-year court battle, the Pennsylvania Supreme Court finally issued a long-awaited ruling on the legality of Pittsburgh City Council’s Paid Sick Days Act. The Court ruled that the Act – first passed in 2015 but then put on hold during subsequent legal challenges – was lawful and not prohibited by Pittsburgh’s Home Rule Charter. In so ruling on July 17, the Pennsylvania Supreme Court disagreed with (and thus, effectively overturned) two lower Pennsylvania court opinions which invalidated the Paid Sick Days Act.
Act because of the Charter. Of course, Pittsburgh is hardly the only state or municipality to enact such laws in the last half-dozen or so years; it’s merely the latest.

Like many of these bills across the country, the devil is in the details, and there are undeniably many of those with this law. To begin with, the Paid Sick Days Act covers all private employers situated in or doing business in the City of Pittsburgh, but has different leave requirements depending on the size of the employer. It requires employees of covered businesses within the City with 15 or more workers to accrue up to 40 hours of sick leave per year, starting when they are hired or on the effective date of the Act. Meanwhile, employees of covered entities in the City with fewer than 15 employees are allowed to accrue 24 hours of paid leave annually under the Act starting 1 year after the Act is effective (prior to that, from the date the Act is first effective to 1 year after passage, the leave accrues but is unpaid).

The rates of accrual in either category require a minimum of 1 hour of leave for every 35 hours worked, and accrual begins at the start of employment, even if use isn’t permitted until the 90th calendar day following the start of employment. Employees may use the leave for personal illness or treatment, or for preventative care, or for the illness, treatment or care of a family member, and employers are not obligated to pay employees for leave which has accrued, but has not been used at the time of termination or resignation.

To use the leave, employees may verbally request use of the time, but employers are allowed to maintain reasonable notification policies which dictate how soon prior to an employee’s shift that notice must be provided to the employer. The employer can require that to be up to seven (7) days in cases where the need for use of the leave is foreseeable. If no such policy exists, employees can provide notice to the employer only one (1) hour prior to the start of a shift or – in situations where the leave is not foreseeable – simply make a good-faith effort to notify the employer as soon as possible. The same is true if the employee simply isn’t able to meet a required seven (7) day notice period. In that scenario, a good-faith effort to provide notice as soon as possible suffices.

One of the biggest decisions employers facing these types of requirements often have to consider is how to structure the leave – whether to track it and accrue it as described earlier, or to just outlay it at the beginning of the year as a matter of course to avoid tracking accrual. While that is a case-by-case-determination, what an employer does in that regard is often dictated by whether the law requires carryover of the leave from one year to the next. In this case, the Paid Sick Days Act requires that the leave accrued carry over from year to year unless it is provided in full to employees at the beginning of each calendar year.

While I’ve outlined many of the details of this Act in this article, please know that there are important other requirements set forth in the law which go beyond the scope of this space, including specifics on the increments of leave use, notice and record retention requirements, when documentation may be required for the use of leave, what to do if you have existing policies which provide sick leave, what actions amount to a presumption of unlawful retaliation under the Act, and a lot more.
One important final note: The exact date when employers in the City need to provide the required paid sick leave has not been set, in part because the City’s Commission on Human Relations must pass and publicize regulations for employers and allow them 90 days from that point to be in compliance. For now, the absence of those regulations creates questions about exactly how the Act will be construed in certain areas. For instance, what should employers do if they want to advance the leave so as not to have to track accrual, but the law becomes effective mid-year? What qualifies as a “reasonable” policy requiring employee notification to you that they wish to use accrued sick leave? Those are just two of many examples.

Despite the questions resulting from the current absence of regulations, it’s obvious that starting to prepare for compliance with the Act now, even in the absence of the required regulations, remains wise for all covered employees within the City of Pittsburgh. At the very least, I can recommend updating your employment policies and/or handbooks as a best practice to address these new requirements, but for further guidance on the Act and implementation in general, feel free to reach out to me or to other competent labor and employment counsel for guidance.
How can we find and keep more quality talent? How do we create a happy, productive workforce? How can we remain agile and competitive?

A rapidly-growing number of organizations of all sizes and industries are using people analytics to bring clarity to these questions and more. As the field of people analytics is hitting a fever pitch, it can be difficult to keep track of what is “need to know” versus a passing fad. Here are the 5 trends to watch, from our view:

1. “Digital exhaust” can be harnessed to prevent burnout and turnover.

The New York Times article, The Mystery of the Miserable Employees: How to Win in the Winner-Take-All Economy, published June 15, 2019, describes how data was used to unearth the surprisingly simple answer to why a Microsoft executive’s people were so dissatisfied. Using metadata from employees’ emails and calendar appointments -- “digital exhaust” -- their organizational analytics team determined that people in the executive’s team were spending too much time in too many meetings with too many people. This reduced actual working hours which meant employees were working long hours on nights and weekends to keep up with work demands. Once discovered, employees were encouraged to block off time on their calendars to focus on critical tasks and managers audited whether every meeting was essential. With these changes in place, morale and retention improved dramatically.

2. You can discover hidden leaders with data you already have.

The Wall Street Journal article, Finding the Quiet Employees Holding Your Company Together, published July 19, 2019, discusses how and explains why employers are locating hidden influencers within their organizations. Using organizational network analysis (ONA), employers can map out informal internal high-value networks revealing “hidden” employees with high degrees of influence, performance, and leadership potential.

3. When it comes to people analytics, tread with care.

A recent article in the Wall Street Journal, The New Ways Your Boss is Spying on You, published July 19, 2019, provides key insights as to how some organizations use employee data responsibly by protecting privacy and yet manage to harness the power of workforce data. The key is to maintain trust with your employees through transparency and respect privacy beyond the letter of the law.

4. Becoming a data-driven HR function is now a top priority for many HR leaders…

A recent research report by Lockton, Data-driven high-impact HR, published July 2019, examined talent and culture priorities of top HR leaders from employers of choice nationwide (see Figure 1 below).

5. …yet most HR leaders report capabilities in this area are sorely lacking.

While research participants reported data-driven HR as a high priority, many described it as a lagging capability (see Figure 1 below). Why? Data siloes, systems designed for end-users versus analysts, poor data quality, and lack of HR data-savvy to translate people data to important business insights were commonly-cited issues.
How to close this gap? Some suggestions from the research:
1. Improve data accessibility and quality.
2. Make HR reporting less about old news and more about useful forecasts.
3. Do more storytelling with data, linking talent drivers to business outcomes.
4. Start with a single business question.
5. Invest in building the data-savvy of your entire HR team, especially your HRBPs.

In summary, data-driven HR is increasingly becoming a business imperative, yet the field is still in its infancy. Every HR leader should understand where their organization is at on its data-driven HR journey and develop a roadmap for continually enhancing these capabilities as demand is only projected to keep growing with time.

Join Kelly at the PHRA Annual Conference & Exhibition to gain more actionable insights on how to use people analytics to build and sustain winning organizations, teams, and associates.
Less than 40% of your workforce is actively engaged. Ten thousand Baby Boomers are retiring every day. More than 50% of workers plan to quit in the next 12 months. Unemployment is historically low while more and more organizations complain they can’t find qualified workers.

The struggle to find the best talent in today’s environment is a challenge we in HR and business all recognize. The even more important concern in workforce planning will we have the talent we will need tomorrow. Change in technology and competition as well as laws, regulations and social norms that are constant and rapid mean that we can’t easily predict the future. It is difficult to know now what we will need going forward.

The key to meeting these challenges is having robust talent development programs in your organization and communicating about them.

Studies have shown that younger workers, in particular expect employers to develop them and they want to learn “soft” skills. In addition, employees stay longer in organizations that offer training and development opportunities. This isn’t limited to just younger and entry level employees as even executives want to be developed.

With recognition that technical learning has less than a 5 year shelf life and an understanding that we can’t use traditional approaches to workforce planning in an unpredictable and fluid future, we need to focus on a “Future-Proof” workforce. This term was coined by Alan Wild, George Hirschi and Alistair Smith in a recent article published by Lee Hecht Harrison. Click Here

Instead of the costly approach of replacing workers, we need to focus on recruiting and renewing them through training and development. Not only does this make sense from a business strategy aspect but it also allows us to engage employees in a new kind of workplace relationship. We can’t and don’t want to guarantee life-long employment but we can provide support for growth that helps people and organizations.

As critical as this approach is for future business success, it does involve an investment of resources — money and time, something that my HR colleagues and their management often say they don’t have.

There are approaches, though; to creating affordable programs in some cases you can develop programs and tools that provide an immediate return on investment. Many of these activities are being used in large and small organizations. Things like support for self-initiated development activities or mentoring and coaching programs can be established in any organization.

Join us on day 2 of PHRA Conference, on October 23 at 10:30, for If You Train Them They Will Come – Using Career Development as a Recruiting Tool. Bring your thoughts and struggles to participate in a lively discussion of the strategy behind creating and promoting your own “attractive” development programs. Taking a proactive approach to development in your organization can help you get and keep and grow the people you need to face the future of the world of work.
At your next family reunion, your conversation with your cousin who just graduated college will be different than your chat with your grandma. Sure, you’ll talk about different things, but you’ll also adjust the way you speak, the references you make and maybe even your tone. This makes sense. As people travel life’s journey, they have changing interests, types of knowledge and ways of speaking (and listening) to one another.

Most of us take this into account in our personal communications every day. So why doesn’t HR apply it to our communications about employee benefits as well?

To shed more light on this question—and offer some answers—I’m happy to say I’ll be presenting at the 71st Annual HR Conference & Exhibition in Cranberry on October 23. I hope you can join me for this interactive session. In the meantime, here’s a sneak peek at some of the best practices we’ll be covering.

1. **Recognize time frames, not labels.** Generation X, Millennials, Gen Z—these are helpful terms but not hard and fast categories. What matters is the decade when employees were born, which will help you understand how to tailor your messaging to them. Generations in the workforce today include people born in the 1950s, who are now in their 60s and possibly preparing for retirement, as well as children of the digital age who were born in the 1990s. Between these two poles are people born in the ’60s, the Watergate years, and Millennials born in the 1980s, now the largest generation in the workforce. Take stock of the various decades in which your employees were born and use that to inform your communications strategies.

2. **Risk vs. reward.** Younger workers have decades until they plan to retire, but for employees in their 50s and 60s, protecting their nest egg is of vital importance. These older demographics may be more interested in 40(k) plans that offer less risk, and they are also likely seeking information about disability coverage and supplemental insurance. At the other end of the generational spectrum, workers in their 20s may be more inclined to enroll in HDHPs since they face fewer risks. Making information available on the benefits and risks of various health plans therefore requires knowing which generational cohort you’re speaking to.

3. **Family comes first.** Employees in their 40s and 50s are often saving for their kids’ college or are actively paying tuition. They also may have adult children staying on their health plans until age 26, as well as aging parents they need to care for. For these populations, consider discussing premium right-sizing and dependent care accounts. Millennials, meanwhile, are thinking about having children or have young children already. Dependent care accounts are of interest to this group as well, but with an emphasis on daycare rather than eldercare. Knowing where these families are at in their life stages will help you adjust messaging about similar benefits such as dependent care accounts. And more importantly, it will help your employees get the coverage they and their families need.

Benefits packages are not one-size-fits-all, but too often our strategies for talking to employees about their benefits still is. During my Messages that Matter presentation, I’ll show you how to tailor the way you speak to different audiences to increase engagement and improve overall employee satisfaction with their benefits. I hope you can join us!
Partner Violence, Disclosure, and Workplace Safety
Susan DeGregorio, M.S., J.D., & Beth Lewis, M.Ed.
STANDING FIRM: The Business Case for Ending Partner Violence A National Program of the Women’s Center & Shelter of Greater Pittsburgh

When a victim leaves an abusive relationship, the abuser may not know where he or she is living, but they know where they work.

Fortune 1000 companies identified workplace violence prevention and response as one of the top 3 most important security risks to organizations today1. Of the five categories of workplace violence—criminal intent, client or customer, worker on worker, ideological violence, and personal relationships—partner violence accounts for 27% of violent events in the workplace2.

The first step to addressing partner violence in the workplace is to acknowledge that it exists. Since one in four women experience severe physical violence from an intimate partner in their lifetime and one in seven men3, employers cannot avoid having employees who are victims of partner violence in their workforce and employing perpetrators.

While it is increasingly challenging to keep employees safe from all forms of workplace violence, partner violence is unique in its complexity and is particularly difficult to manage.

• **A Personal Issue.** With other forms of workplace violence there is little debate about the employer’s responsibility—there is no doubt that a hospital must work to protect employees from hostile patients for example, but historically employers have been uncertain in defining their role when an employee is in an abusive relationship.

• **Disclosure.** Disclosure by the employee victim is necessary for an employer to be aware of a workplace violence risk due to partner violence. This is not the case with other forms of workplace violence. A victim of partner violence is often reluctant to seek help or disclose violence in a personal relationship for many reasons including fear of losing their job, embarrassment, attacks on their credibility, being judged by coworkers and fear the abuser will find out.

• **Complexity.** Due to the complexity of partner violence, effective violence prevention measures may be less familiar to employers than prevention measures often suggested for other forms of workplace violence. This unfamiliarity can make employers vulnerable when developing their safety plans.

Employers need to understand the unique nature of partner violence when designing violence prevention strategies and address partner violence with the same energy and focus being spent on preventing other types of workplace violence risks.

**Creating a Supportive Culture**
One of the challenges of workplace violence, attributable to partner violence, is the need for disclosure. If an employee does not disclose a threat to him or her at work, made by their partner, the organization cannot ensure the safety of the workplace or support the employee.

To encourage disclosure an organization must create a culture where employees who are victims of partner violence believe in the employer’s recognition of the issue and their commitment of support.

---

1Securitias, Top Security Threats and Management Issues Facing Corporate America, 2019 Survey of Fortune 100 Companies.
2Department of Labor, https://www.dol.gov/agencies/oasam/human-resources-center/policies/workplace-violence-program
3 Centers for Disease Control, 2017 National Intimate Partner and Sexual Violence Survey
Consciousness raising through education, open discussion and acceptance of the reality that a proportion of employees are impacted encourages employees to share information about themselves or coworkers.

The employer can give voice using the official channel of policy to outline the support an employee disclosing partner violence can access and the actions the employer will take if there is a risk to the workplace. For example, some employers are establishing safe-leave policies in recognition of the needs victims of partner violence may have to seek medical or mental health care, find safe housing, or seek relief from the courts.

To effectively implement a partner violence policy the employer must provide training about the policy at all levels of the organization. Training also serves to solidify that the organization is serious about addressing the impact of partner violence in the workplace. Finally, internal and external resources for victims of intimate partner violence need to be identified and made accessible to all staff.

This 4 step approach, awareness through education, policy, training, and resource distribution, serves to demonstrate to employees the organization’s level of commitment and drives culture change. If successful, the likelihood of employee disclosure will be substantially increased, increasing the safety of the workplace for everyone.

**Personal Workplace Safety Plans**

If an employee discloses that they are a victim of partner violence an employer may assist by establishing a personal workplace safety plan to help keep the employee safe at work. This plan may include adjustments to the location of the employee workspace; relocation to a different work site; changes of work schedules; transportation or arrival routines; revising email, phone, password and log in information; removing employee identifying information from the employer’s public websites; and providing a photograph of the perpetrator and a copy of any court orders of protection to essential personnel.

With supported disclosure an employer can be prepared for a potential risk from an abuser and act accordingly. When warranted, a general workplace safety plan, aimed at keeping the entire workplace safe, may also be put in place, based on the disclosure and extent of the threat.

**Conclusion**

Employees surviving partner violence exist in every employers’ workforce. It significantly contributes to workplace violence and it also can derail an employee’s career and education. It inhibits employee productivity and negatively affects employee health and well-being. Like all workplace safety risks, identification of the risks of partner violence, planning, and preparation are essential.

An education campaign and establishing policy around this all too common problem are the first steps for all employers. They must be supported, however, with effective training and procedures and a workplace culture that stands with employees who are victims, ultimately creating a safer work place for all employees.
Unless you are new to the area, or have been living on another planet we all know that “PHRA” stands for Pittsburgh Human Resources Association. In one form or another for over 100 years the PHRA has been empowering and educating HR and business professionals of all levels in the Pittsburgh area. I have been a proud PHRA member for going on ten years now and have been involved on the EC and BOD level for more than half of that time.

You may ask why I joined the PHRA or even why do I stay an active member of the PHRA? To really answer those questions and others we need to take a deep dive into the letters PHRA.

P—Pittsburgh—As a member of the PHRA it has been my honor to give back to the city we represent in so many ways. From taking part in volunteer efforts such as food and clothing drives, diaper drives, walks for cancer, and the like I have been able to help out those less fortunate than I in the city of Pittsburgh. I have been blessed to clean up a dilapidated and unused park in Braddock, volunteer many hours with the Junior Achievement organization, help the cause at a local food kitchen to name but a few, all while representing the PHRA.

P—People—With close to 1300 members and growing strong it is pretty hard not to come into contact with other HR professionals who can have a lasting impact on both your career and your life. Being a PHRA member I have developed many strong local business relationships as well as friendships that cross the lines of the HR world. Whether in need of further education, HR knowledge, vendors of many types, HR discounts, you can find them all through the PHRA. Some of my strongest personal relationships have also come from my PHRA family.

P—Policies/Procedures—Lacking in some of the latest HR knowledge and trends? New to the world of HR? The PHRA offers the best local training that can be found encompassing all areas of the HR world. Many of these learning programs are free and of course the crown jewel each year is the PHRA Annual Conference which is one of the largest local HR conferences in the United States. My background being in recruiting and training much of what I have learned in other areas of HR has either been learned hands on or with the help of my HR colleagues and PHRA training.

P—Partnerships—Are you a vendor that caters to the HR community? The PHRA offers you the opportunity to build connections with HR decision makers through budget friendly promotional opportunities. Personally, I have formed partnerships with many local recruiting firms and other HR service providers through my HR networking. I make it a rule when possible to only deal with HR providers that are PHRA members and that I meet personally through the PHRA.

H—Human—The human element is certainly evident on all fronts as a member of the PHRA. Being a PHRA member holds the key to countless networking connections, volunteer activities, learning programs, local discounts, mentoring opportunities… the list is endless and I try and take advantage of as many as I can.
PHRA—4 Letters That Really Matter (Cont.)

H—Hiring—Did you know that the PHRA has an HR Career Center with all of the hot HR jobs posted? While this is a great tool will you really need it with all of the great HR leaders who are members, and whom if you play your cards right may be your next boss?? Nothing says career advancement and professional opportunities more than being able to network with 1300 HR professionals.

H—HR Certification—HR professionals like you are facing new and larger challenges each day due in part to a changing workforce, shifting legislation and regulations, and so much more. Ensure you’re prepared for these changes, and anything else thrown your way with SHRM’s global HR credentials, SHRM-CP and SHRM-SCP. PHRA offers the SHRM Certification Prep Course and PHRA passing rates are higher than the national industry average.

H & R—HR (Resources)—As mentioned earlier the PHRA strives to provide the most reliable and updated local, state and federal resources allowing its members (me) to keep abreast of the issues most impacting my HR world. This along with the great training offerings has been a great tool in my development as an HR professional. As I write this I just received an urgent update e-mail from the PHRA making me aware of new city of Pittsburgh employment laws soon to take affect (paid sick days and gender identity protected classes).

R—Resources (Part II)—I certainly in this short amount of space cannot list every benefit that I have gained by being a PHRA member. You may find similar benefits or entirely different ones! Do yourself a favor and visit www.pittsburghhra.org and visit the member benefits section under the Resources tab. You will be glad that you did!

R—Relationships—What more can I say? Being an active member of the PHRA I have been able to both work (volunteer) hard and play hard with a great group of HR professionals. We work together to make the PHRA the great association that it is and we have fun at the myriad of networking events throughout the year. In addition, I have been able to build community relationships through all of the volunteer activities that I have participated in and also have been able to help shape young minds through the “job shadow program” and “buddy program”. What a great way to build relationships with those that will be up and coming in the local HR world and will be in my shoes someday soon?

A—Association—Over the recent years the PHRA has been recognized as a “SHRM Platinum Excel Chapter” (2018 & 2017), a “SHRM Superior Merit Chapter” (25 years strong), “SHRM Learning System Champion” (2018), again to name only a few. There is no stronger PA SHRM state chapter in PA and the PHRA is also recognized as a trendsetter nationally.

A—Activities—In 2019 alone the PHRA is offering close to 50 activities of either the learning and professional development (LPD) variety or those that are networking based. How many events have you been to? Check out the event calendar on the new and improved PHRA website to see what activities that you can still hit before 2019 wraps up. Will I see you at the annual Conference October 22-23?
A--Act (now)—I mean what are you waiting for? If you are already a member of the PHRA what more can you do from either the volunteer or activity level that can enhance you both professionally and personally. If you are not a current PHRA member than I hope that this article helped to show you what you are missing out on (FOMO) and why you should join now!

The PHRA truly is one of the largest and most effective HR professional associations in the country. By being a PHRA member I have been educated and empowered to reach even greater heights within my HR career than I could have ever imagined and have made friendships that will last a lifetime. Whether you are a seasoned veteran in the HR game or an HR rookie you owe it to yourself to either increase your PHRA volunteer activity level or become a new member in this great association. Until we meet at a PHRA event I wish you all a wonderful conclusion to 2019 and an even more HR empowerment in 2020.
Congratulations to the following PHRA members on recently achieving their SHRM certification:

- Pam Anthony, SHRM-CP, ProMinent Fluid Controls
- Amy Palko, SHRM-CP, Industrial Scientific Corporation
- Lenore Seifer, SHRM-SCP, S.R. Snodgrass, P.C.
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

Pittsburgh Human Resources Association
One Gateway Center
Suite 1852
420 Fort Duquesne Blvd.
Pittsburgh, PA 15222
Phone: 412-261-5537
www.PittsburghHRA.org

2019 EVENTS

September 17 | Learn
Preparing Your Technology Workforce to Transition to Cloud-Computing

September 21 | Give Back
PHRA Volunteer Day: Downtown Beautification Saturday

September 24 | Learn
Employer Branding...No Longer An Option...A Necessity!

October 2 | Network
Meet Your PHRA Colleagues at Zone 28

October 8 | Learn
Journey Mapping the Candidate Experience: Your Edge to Get Great Talent in the Tightening Talent War

October 18-20 | Certification
3-Day Intensive SHRM-CP and SHRM-SCP Prep Class begins

October 22 & 23 | Learn
Annual PHRA Conference

October 22 | Network
Meet Your PHRA Colleagues: Networking Social at the 2019 Annual Conference

November 1 | Network
Coffee Corner: Meet our Board of Directors

November 7 | Network
Stations to Success Student Event

November 14 | Learn
Pre-Employment Post-Offer Testing: Where Do I Start?

November 19-29 | Learn
iCAgile: Agile Talent Two-Day Certification Program

December 11 | Learn
Lean Six Sigma Overview
BUSINESS PROGRAMS AT LA ROCHE UNIVERSITY

Master of Science in Accounting
• Earn your degree within one year and meet the education requirements for CPA licensure
• Six different start times throughout the academic year
• 30-credit program and convenient, eight-week courses

Master of Science in Human Resources Management
• 36-credit program and HRCI-accredited courses
• Three concentrations and four certificate options
• SHRM Learning System course preparing you for PHR or SPHR designation
• Professional Development Series offering certification credits

Master of Science in Information Systems
• Competitive program offering a broad-based study of information systems and current industry trends
• 30-credit program with evening classes
• Earn your degree within one year

20 PERCENT TUITION DISCOUNT FOR PHRA MEMBERS.
Apply online at laroche.edu/graduate.