
PERSPECTIVES

MAY 2022



PERSPECTIVES

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PHRA President's Message

Lenore Seifer, SHRM-SCP

Dear Members,

I am amazed by the PHRA Community – you never cease to amaze me! And in so many, many ways!

First: Our volunteers. YOU are amazing! Looking at the events we have already completed this year – we couldn't have done it without you! We've successfully hosted our first hybrid learning and professional development program in March with the HR Academy. It was great to see both

new and familiar faces in person while also having the opportunity to be fully virtual for those interested. And we have so many more great events coming up and are so grateful to each volunteer, sponsor, and speaker --- the work that you do is impactful and important for the future success of the PHRA. Thank you!

If you are interested in learning more about how to utilize your PHRA membership, consider some of the many opportunities on this page: [Click Here](#), including the opportunity to volunteer with one of our committees. We are an inclusive organization that welcomes new volunteers and new ideas --- you can sign up to help with a committee or attend a few meetings to help ensure that the focus of the committee matches with your interests.

Second: The people and companies of Pittsburgh. For over 20 years, the PHRA has been recognizing both companies and leaders for the initiatives and work that they have done within their organizations that focus on people. The last few years have been tough. It's inspiring and refreshing to hear of organizations and leaders in our community making great strides to improve their workplaces. On May 19, 2022, we celebrated **The Annual Engaging Pittsburgh Awards ceremony** in person. During the ceremony, we had the opportunity to learn more about the initiatives of the companies as well as connect with other people interested in making work better.

Please join me in congratulating the following companies: Auberle, Black Box, City of Pittsburgh, ConnectiveRx, Culturora, Eckert Seamans, Mascaro Construction Company, LP., Neighborhood Allies, Point Park University, Reed Smith LLP., Robert Half, SoftWriters

Please join me in congratulating the following Leader of the Year nominees: Angela Garcia, Executive Director, Global Links, Tim McElhone, Senior Director Talent Acquisition, 84 Lumber, Sandra Mervosh, SHRM-SCP, Assistant Professor, Human Resource, Management Program Director, Rowland School of Business Point Park University, Danielle Mundekis, SHRM-CP, Employee Relations & Inclusion Manager, Eckert Seamans Cherin & Mellott, LLC, Paul David Spradley, Ed.D.,CDP, Vice President, Diversity, Equity and Inclusion, Dollar Bank, FSB, Tabatha Wendorff, SHRM-SCP, Director of Human Resources and Talent Management, Auberle.

And, finally, don't forget to register for the Annual Golf and Bocce Event on June 24, 2022. This is an *in-person event*. It's time to show off those golf or bocce skills and test your luck by trying to win one of the great raffle prizes.

Follow the PHRA on LinkedIn to stay up to date with upcoming events and I hope to see you at one of our upcoming events – stop by to say hello!

Lenore Seifer, SHRM-SCP
2022 PHRA President
S.R. Snodgrass, P.C.

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P4's host
Pete Schramm
Founder & CEO, Lattus

Launching May 3, 2022

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P4's host and **PHRA volunteer Pete Schramm, Founder & CEO, Lattus**, is dedicated to **building better businesses** in Pittsburgh through **modern approaches to managing people, making connections**, and discussing the most **important topics** impacting **people in the workplace.**

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John Putzier, M.S., SPHR

Best-Selling Author, Keynote Speaker, & Performance Improvement Consultant

Jessica Brooks-Woods, MPM

President & Chief Executive Officer
Pittsburgh Business Group on Health

Sonia Layne-Gartside

Dynamic & Results-Oriented Global Consultant
2021 PHRA Leader of the Year

Paul David Spradley Ed.D., CDP

Vice President, Diversity, Equity & Inclusion Dollar Bank, FSB

David J. Baker, SHRM-SCP

Founder, President, & CEO
Human Capital Advisors

Janet K. Manuel, SHRM-CP

Director of Human Resources & Civil Service and EEO/D&I Officer
City of Pittsburgh

Kori Amos, SHRM-SCP

Director of Human Resources
Edgar Snyder & Associates LLC

Beth Davis

Vice President, People
SoftWriters



View Episodes Here: <https://bit.ly/3Kug9rW>



Engaging Pittsburgh: Innovation People Practice Awards

Dear Members,

For over two decades the Pittsburgh Human Resources Association's (PHRA) Engaging Pittsburgh: Innovative People Practices Awards has recognized employees and employers from across the region who have demonstrated creativity in designing business practices. These practices have significantly contributed to organizational and employee achievements.

All our finalists this year have engaged in ways that have led to **extraordinary effort** and **positive results** within the workplace. The workplace, as we all know, is changing, and critical skills, competencies, recruitment strategies and organizational design are changing along with it. The evidence of that can be seen amongst the dynamic finalists we are recognized this year!

Congratulations to the 2022 Engaging Pittsburgh: Innovative People Practices Award winners!

Company Finalists: Auberle, Black Box, **City of Pittsburgh (2022 Winner)**, ConnectiveRx, Culturora, Eckert Seamans, **Forms+Surfaces (2022 Winner)**, **Mascaro Construction Company, LP (2022 Winner)**, Neighborhood Allies, Point Park University, **Reed Smith LLP (2022 Winner)**, Robert Half, SoftWriters

Leader of the Year Finalists: **Angela Garcia**, Executive Director, Global Links (**2022 Leader of the Year**), **Tim McElhone**, Senior Director Talent Acquisition, 84 Lumber, **Sandra Mervosh, SHRM-SCP**, Assistant Professor, Human Resource, Management Program Director, Rowland School of Business Point Park University, **Danielle Mundekis, SHRM-CP**, Employee Relations & Inclusion Manager, Eckert Seamans Cherin & Mellott, LLC, **Paul David Spradley, Ed.D., CDP**, Vice President, Diversity, Equity and Inclusion, Dollar Bank, FSB, **Tabatha Wendorff, SHRM-SCP**, Director of Human Resources and Talent Management, Auberle

"Whether they are attracting talent, training tomorrow's leaders, or rethinking the way they organize work, this year's nominees have all demonstrated that investing in people is a key component of business success. This year's Engaging Pittsburgh finalists gave their employees the opportunity to grow, develop, and reach greater levels of success personally, professionally and for the organization." said PHRA's President, Lenore Seifer, SHRM-SCP.

We invite you to consider what your organization does, or CAN DO to show that Pittsburgh really is all about the people! We hope you join us again next year at Engaging Pittsburgh 2023.

Regards,

Liz Lamping, PHRA Executive Director

The Pittsburgh HR Association presents

Engaging Pittsburgh Awards

2022 Company Finalists



SoftWriters

The **Pittsburgh HR Association** presents

Engaging Pittsburgh Award Finalists

Leaders Celebrated



Angela Garcia
Executive Director
Global Links



Danielle Mundekis
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Employee Relations &
Inclusion Manager
*Eckert Seamans
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Tim McElhone
Senior Director
Talent Acquisition
84 Lumber



Sandra Mervosh
SHRM-SCP
Assistant Professor
HR Management
Program Director
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Paul David Spradley
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Dollar Bank, FSB



Tabatha Wendorff
SHRM-SCP
Director of HR &
Talent Management
Auberle

4 Ways to Attract Candidates with Different Abilities for your Business

By Sharon Wagner

Whether your company has 50 or 500 employees, no two staff members are the same. Having employees with diverse abilities benefits your business by bringing numerous perspectives and skills to the table, making your company the best it can be. If you are looking for ways to attract applicants with a mixed range of abilities, integrate these four recommendations into your company's practices.

1. Add Company Sports

Whether you already have a company sports team or are thinking about creating one, add a sport that has opportunities for those with physical disabilities. An inclusive company sports team is a wonderful way to attract people and make them feel welcomed into the work-family. If you struggle to find a position for staffers on your current team, add a different sport to the league that allows more positions for physical handicaps.

2. Change Your Company Values

One of the best ways to entice a varied group of potential employees is by making diversity a company value. It is one thing to say that you employ a diverse group of people; it is another to prioritize and actively work towards hiring staff members of all capabilities.

Revamp your company values to include a diverse culture. A good way to highlight this value to potential hires is by forming a recruiting document for new applicants detailing why all types of employees should work for your company and why and how you are creating an inclusive culture.

Keep in mind that if you have a large PDF file with many images, it may be challenging to send the document via email or other channels. To make it easier to send, you can compress the PDF file. However, the trick is making sure the smaller file maintains the document's structure and elements. The right PDF file merger reduces the file size while upholding the quality of the fonts, images, and other file content.

3. Create Internship Programs

While some employees find their jobs via online job boards or membership in PHRA, many land jobs from an internship. According to one report, 56% of interns became full-time employees after the program ended. This means that if you attract valuable professionals via an internship, there is a good chance you can keep them on as permanent hires.

Create an internship program specifically for people with disabilities. Collaborate with your marketing team to ensure the programs are well-advertised amongst your target audiences.

4. Transform the Workspace

Workers should not feel frustrated, scared, or nervous to go to work due to a lack of accommodations. For example, if someone has a disability that requires a wheelchair, they need a way to get in and out of the office if the building has stairs. Elevators and wheelchair ramps are tools that help wheelchair users and people who have trouble walking get around the office more easily.

4 Ways to Attract Candidates with Different Abilities for your Business (cont.)

By Sharon Wagner

Another great example is a quiet room. Some team members may have emotional struggles, such as anxiety. Having a dedicated room ensures they have privacy to step away, calm down and regain their composure before continuing work.

No matter the size of your company, in order to attract people of different capabilities you need to take proactive steps. Following these four tips entices candidates of all abilities to work for you and provides them with a supportive workplace environment.



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Congratulations to the ConnectiveRx HR Team for being recognized by the Engaging Pittsburgh Awards. Your work changes our Teammates' experiences every day.



Latest Industry Trends

By Dylan Jenkins

Alarm goes off you roll out of bed and first thing you do is check your phone & emails... You find an email from a long-time employee expressing that they are submitting their 2-weeks' notice and they will be leaving by the end of the month due to another job offer. Maybe some of you haven't even received that curtesy. You simply notice that they have not logged on or shown up to work on Monday.

What I want to focus on today is something that is not industry specific, and everyone seems to be having issues with lately: [Employee Retention](#). How do we keep our folks happy and make them want to STAY?

I would first like to note that this is not a cookie-cutter approach. What may work for one industry, will not work for another. Some of you may not even know you have a retention problem! It is important that you as an individual, or team, have support on your purpose driven efforts for a sustainable outcome and genuine concern to keep your folks from leaving!

What questions or resources should you be focusing on in that genuine effort of yours?

- Evaluating Compensation
- Offering Greater Workplace Flexibility
- Expanding Benefit Offerings
- Offering More Upskilling & Development Opportunities
- Tuition Reimbursement Opportunities

So how do we do we put that into practice?

- **Performing an Audit.** Calculate your employee retention & turnover rates to understand benchmarks
- **Plan.** Assessment should reveal what your organization is doing right and opportunities for improvement. Once armed with intel and facts, you can get specific with a retention strategy.
- **Implement.** Break down the strategy into actionable tactics and achievable + measurable goals.
- **Evaluate.** Create a reasonable time for this plan to be evaluated and stay consistent with evaluating. Celebrate the success and address any issues or gaps. Openly communicate all findings and changes being made across the company. Hold exit interviews via form or with a neutral party (not a supervisor).

Resources:



HR Toolkit
**Employee Retention
in Today's Workplace**



HR Toolkit
Employee Retention



HR Professionals Appreciation Day on the Lake



Join the PHRA and Venture Outdoors for an exciting afternoon exploring and kayaking on North Park Lake while networking with your fellow HR Peers!

Tuesday, May 24th, 2022 | 3 PM to 5 PM

North Park Boathouse

10301 Pearce Mill Road | Allison Park, PA 15101

Registration proceeds to benefit the PHRA's 2022 Holiday Toy Drive

HR Coaching for Leadership Excellence

By Kimberly Bush, PHR, Human Resources Administrator, Westmoreland Intermediate Unit

HR professionals have a unique and broad set of skills. We are the strategic thought partners that leaders trust to guide them in the right direction. The trust placed in us isn't just given however, it needs to be earned. An essential skill that must be utilized effectively to earn trust and support leadership excellence is coaching. I believe that coaching is a skill learned primarily on-the-job, which can then be fine-tuned and mastered by practice/experience, and by gaining confidence in your HR expertise.

I have been a HR professional for over 14 years and feel confident navigating the diverse challenges that HR faces daily. However, early in my career I lacked the confidence to share my true thoughts and opinions on operational issues and leadership decisions, even when I was specifically being asked. I wasn't comfortable with how to engage in healthy discussions with leaders and share my knowledge and insights with them constructively, so I typically just listened to and agreed with them, instead of providing thoughtful guidance. I learned quickly that this was not an effective approach and that I needed to develop the ability to provide coaching to leaders who relied on me.

Over the years, I have intentionally invested a lot of time into leadership coaching, and the return on this investment has been significant. There are many benefits of coaching leaders in your organization, which include:

- Advocating for employees to ensure fair treatment and non-discriminatory business practices
- Minimizing risk/liability to the organization
- Helping leaders reach their potential and develop their leadership and conflict resolution skills (setting them on a path to achieve leadership excellence)
- Positively influencing the overall culture of your organization, including employee engagement and retention
- Building or enhancing your reputation as a trusted HR expert and business partner

Recognizing when leadership coaching opportunities arise is important, as is feeling comfortable sharing your expertise and recommendations. In my experience, these opportunities have been presented in both direct and in-direct ways.

A direct opportunity is when a leader proactively reaches out to their HR business partner to request guidance on a specific concern or operational challenge. In addition to helping them resolve the issue or concern, you also have an opportunity to provide coaching on planning/strategy, communication/talking points, and how to provide the appropriate amount of empathy in situations that involve discussions with employees. You may also have situations where you observe a supervisor in action that is not effectively managing a situation. You will need to decide if it is appropriate to intervene on-the-spot to help support them, or if it would be more appropriate to have a private discussion with the supervisor later.

There are also indirect coaching opportunities. This could be in the form of a specific incident, such as something a leader said, actions they took, or perhaps even words they documented. In these situations, your expertise is not directly being requested, but there is something that causes you to be uneasy or that

HR Coaching for Leadership Excellence (cont.)

By Kimberly Bush, PHR, Human Resources Administrator, Westmoreland Intermediate Unit

you recognize is an increase in risk/liability for the organization. For example, if you are involved in recruitment functions, you may find inappropriate comments documented by a hiring manager in their interview notes that could be perceived as discriminatory. Taking the opportunity to talk to and coach this leader on the concerns you've identified may uncover that they never received any type of training in this area, or that they could benefit from a refresher training to ensure their interview practices and documentation are not discriminatory. A second example could be a situation where you are informed by a manager that an employee needs a leave of absence (FMLA) for a surgery, but due to lack of staffing and given the surgery is elective, the manager told the employee that they need to re-schedule it. This situation should certainly sound off the alarms for you, the knowledgeable HR expert, but the manager may not be familiar with the intricacies of FMLA. They may not realize until you coach them that they are interfering with the employee's FMLA rights, which is not permissible under the law. A third example could be a conversation you have with an employee who is struggling with personal issues. The employee explains to you that when they tried to talk to their supervisor about how their personal issues are impacting their work, they were brushed off and told to call HR. If the supervisor in this situation did not take an opportunity to listen to the employee or refer them to the EAP (if applicable), these are two areas in which you can follow up to provide coaching so that they can handle future situations more appropriately. When you provide effective leadership coaching, you are adding tools to a leader's toolbox that they can use again in the future.

The examples provided above barely scratch the surface of the wide variety of leadership coaching opportunities you may come across in your organization. The purpose of sharing these examples is to get you thinking of your role as an HR professional and to help you feel empowered to provide leadership coaching when needed. As you take these opportunities, I encourage you to be mindful of how you deliver leadership coaching.

There will almost certainly be times when situations arise that make you shake your head, cringe, or make you contemplate why you chose a career in HR. Even in times of high stress or emotion, your approach to leadership coaching is crucial. Consider the immediate and long-term impact you will have on your relationship with the leader, which can either be positive or negative. Regardless of the situation, you should communicate your thoughts with a calm demeanor and explain your concerns thoroughly and respectfully. Offer suggestions for them to consider. Provide a reminder that you are here to help them and to be a thought partner for either achieving the desired result or to reach an alternative solution, while minimizing the risk of inadvertent consequences.

There is no "one-size fits all" strategy or technique as it relates to leadership coaching. With practice and experience, all HR professionals can effectively provide coaching in a way they are comfortable with and that adds value to leaders. Getting to know the leaders within the organization will be an important step to determine how you can best support them. A few questions you can consider as you build relationships with operational leaders are:

- How long have they been in a leadership role?

HR Coaching for Leadership Excellence (cont.)

By Kimberly Bush, PHR, Human Resources Administrator, Westmoreland Intermediate Unit

- Were they promoted from within the organization or hired externally?
- As it relates to managing people, what are their self-perceived strengths and opportunities for improvement?
- What is their preferred learning method (written notes, role-play, brainstorming/conversation, case-studies, etc.)?

I've partnered with all levels of leadership and have found coaching opportunities at every level. It may seem intimidating to provide coaching to someone with the title of Director, Vice President, or even President, however having a high-level title does not necessarily mean that these individuals have effective leadership skills, or that they are knowledgeable in areas specific to HR. Our knowledge as HR experts is so valuable and sharing this within our organizations is a meaningful investment.

I would like to conclude by stating that in my experience most leaders will sincerely appreciate your coaching efforts, as they recognize that you are helping them grow. HR is a unique part of an organization, and HR professionals have a lot to offer. I hope this article highlighted the importance of developing and using HR coaching skills to become a strategic and trusted HR business partner, which will help you encourage leadership excellence within your organization!



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Hiring Pittsburgh

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The Secret to the Recruitment Process

By Cynthia Walker

In 2022, organizations are experiencing what is called “The Great Resignation”, due to the alarming high number of job vacancies. Organizations have been extremely impacted by the stigma of the COVID-19 pandemic and are relying on creative recruitment strategies to attract and retain top talent. As an HR Recruiter the demand to fill vacancies can be stressful and the best solution to address the stress is to establish recruitment strategies.

Let’s first start with the question, “what is recruitment?” Recruitment is the agile process for filling vacancies for a company. Recruitment is a defined process that includes all the steps that get you from the job description to offer letter. This process includes the initial application, screening (via phone or video), face-to-face interviews, assessments, background checks, and all other elements crucial to making the right hire.

Second question, “what is recruiting stress”, for many it is just a fact of life today as the unemployment rate has risen. This rise has caused negative impacts of stress on productivity, job performance, career satisfaction, and health and well-being are well understood.

The secret! Here’s a 10-step recruitment process, if mastered can help organizations optimize their recruitment strategy, speed up the hiring process, save money for the organization, attract the best candidates, increase employee retention and engagement, and build a stronger team.

1. Recruitment Marketing- applying marketing principles to enhance the company’s brand so candidates know who you are and are attracted to the mission and vision. Recruitment marketing is how your company tells its culture story through content and messaging to reach top talent. It can include blogs, video messages, social media, images, any public- facing content that builds your brand among candidates.
2. Passive Candidate- expand your talent pool by connecting with candidates who may not be actively looking for opportunities. Referrals- a successful referral program has a number of benefits and allows you to tap into your existing employee network to source candidates faster while also improving retention and reducing costs in the process.
3. Candidate experience- be transparent and let candidates ask all the questions they want while making them aware of the job opportunity and all the benefits offered. Keep them engaged and ultimately throw their hat into the ring.
4. Hiring Team Collaboration- optimize your team effort by ensuring that communication channels remain open across all internal teams and the hiring objectives are the same for all parties involved.
5. Effective Candidate Evaluation- interview and assess with fairness and
6. objectivity to ensure you’re evaluating all qualified candidates in the same way. Set clear criteria for talent early on in the recruitment process and be consistent with the questions you ask each candidate.
7. Applicant tracking- Hiring is not just about checking boxes or following a step-by-step guide. Yes, at its core, it’s just publishing a job ad, screening resumes, and providing a shortlist of good candidates – but

The Secret to the Recruitment Process (cont.)

By Cynthia Walker

overall, hiring is closer to a business function that's critical for the entire organization's success and health. After all, your company is nothing without its people, and it's your job to find and hire stellar performers who can make your business thrive.

8. Reporting, Compliance & Security - Be compliant throughout the recruitment process and ensure you're looking after candidates' data in the correct ways.
9. Plug and Play- Be compliant throughout the recruitment process and ensure you're looking after candidates' data in the correct ways.
10. Onboarding and Support - Find hiring tools that meet your needs once you've successfully found and placed talent within your organization the recruitment process isn't quite finished. An effective onboarding strategy and ongoing support can improve employee retention and reduce the costs of needing to hire again in the future.

Following these steps, organizations can give candidates a deeper look into how the company handles its business processes. If a candidate has an unpleasant experience during the process, then they might not choose to accept the offer.

The secret to the recruitment process is in the 10-steps, but the solution to making the hire is having a streamlined recruitment process. This is only possible when the HR team and all other relevant departments are able to collaborate and work together seamlessly.



PHRA's Annual Golf & Bocce Outing brings together industry members, affiliated partners, the business community, and friends for a jam-packed day of golf, beverages, good old-fashioned rivalry, & socializing on the Bocce court.



Ticket Options

*Includes Breakfast & Lunch

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Annual Golf and Bocce Outing

Friday, June 24, 2022
8:00 AM - 2:30 PM

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To Settle or Not To Settle: That Is the Question

By Andrew J. Horowitz, Partner, Obermayer

Consider the following (common) scenario: your company has been served with a lawsuit by a former employee claiming they were wrongfully terminated. Legal counsel advises you that, while the employee is making what appears to be an obscene settlement demand, you should nonetheless have an internal discussion to determine your company's settlement position. This internal discussion requires analysis of numerous factors that drive a case's settlement value.

WHAT ARE THE ADVANTAGES OF SETTLEMENT?

A settlement's biggest advantage is that it provides certainty. Trying a case to verdict and through appeal is a strictly win/lose proposition. You could win and get a defense verdict and successfully defend that verdict on appeal, or you could face a costly and embarrassing plaintiff's verdict, which in some cases could include significant emotional distress and punitive damages, and be further liable for the plaintiff's attorney's fees. Settlements temper this dichotomy with the employer paying a smaller amount than a possible plaintiff's verdict, but more than the \$0 that the employer would pay in the case of a defense verdict. Settlement amounts are typically confidential, so the press and other employees will not know what you paid. You also save on attorney's fees because the case will be resolved sooner.

Settlements also have other practical benefits. You avoid the time-consuming process of having to respond to discovery and have your employees sit for depositions. Not only does discovery take time away from productive work, but depositions tend to erode healthy workplace boundaries and result in broader awareness amongst your employees that one of their former co-workers is suing the company. It is also sometimes possible to include various non-monetary provisions in a settlement agreement, such as a non-disparagement clause, to protect the company that are not possible when a case is tried to verdict.

HOW MUCH IS A REASONABLE SETTLEMENT?

This will depend on the particulars of the case. Your attorney can advise you on the worst-case scenario, the amount of the largest potential verdict. It is human nature that the employee will likely agree to a significant discount in order to trade the possibility of a verdict in the distant future for the certainty of a quick settlement payment. How much you can get the employee to discount will depend on their individual motivation to settle, which is emotionally driven in large part.

Your attorney will also advise on the likelihood that you will prevail at trial based on the facts of the case. A case with strong evidence favoring the employee will naturally settle for more than one where the evidence favors the employer.

WHEN SHOULD I SETTLE?

This also depends on the case. It is generally less expensive to settle earlier. The employee is incentivized to settle earlier because there is more uncertainty early in the process, and a longer time for the employee to wait before they have any chance of collecting a dime in court. The employee's attorney's fees also

To Settle or Not To Settle: That Is the Question (cont.)

By Andrew J. Horowitz, Partner, Obermayer

increase as litigation progresses, thus increasing your exposure, not to mention that you will also spend more on your own attorney's fees as the case moves forward.

Employees are often motivated to settle in pre-litigation settlements in order to avoid filing a public lawsuit that could impede their future career goals.

That said, it takes two to tango. It may be necessary to litigate at least for a time to wear down the employee's resolve if they have an outsized expectation about what their case is worth. Sometimes, it can be helpful to take the plaintiff's deposition, especially where there are credibility issues or your counsel believes that the plaintiff may make admissions that will damage their case. In other cases, early mediation can be an opportunity for both parties to soften their positions.

WHEN IS IT BETTER NOT TO SETTLE?

Employers tend to eschew settlement on general principle because they are afraid of the moral hazard that settlement will embolden other employees to sue. Strong confidentiality provisions can neutralize this risk to some degree, but they can be difficult to enforce. On the other hand, your employees can become emboldened to sue if a colleague wins a public verdict. Even if you win, the cost of winning can sometimes far exceed the cost of any settlement you would have paid.

Strict "no settlement policies" therefore make little sense for most employers. It is in the best interest of most employers to settle when there is a reasonable chance of a plaintiff's verdict and an employee who is willing to accept a reasonable settlement. You can also make an educated assessment of the likelihood that another employee would be motivated to sue based on your company's number of employees and work dynamic. You can find a reasonable middle ground by delaying settlement until later in the proceedings if you have reason to believe that your company will be seen as a "mark" by employees and their attorneys.

Andrew Horowitz is an approved mediator in the United States District Court for the Western District of Pennsylvania. Learn more about Andrew and his practice here: [Click Here](#)

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New Member Resource for Local Legislative Updates

With the support of **SHRM's A-Team** we can elevate the **Voice of HR Through Policy, Not Politics!** PHRA members have requested tools to help keep up-to-date and comply with new legislation and regulations. With the support and resources provided by **SHRM's Advocacy Team (A-Team)** PHRA members can be educated on workplace policies that are pertinent to their business.

SHRM's legislative tracking tool provides real-time information about legislation affecting the world of work in Pennsylvania or any other state you support. Select one of the policy topics below, which will take you to an interactive map where you can select "PA" for all pending state legislation associated with the subject-matter.

Real time information on Workforce Development provided by [SHRM A-Team](#).

Workforce Development

To help close the skills gap and improve individual prosperity, employers and government should adopt practices and policies that support efforts to hire, educate and train individuals for the modern workplace, including utilizing non-traditional talent pools.

- [Background/Credit Checks](#)
- [Background/Criminal](#)
- [Disability Employment](#)
- [Employee/Employer Drug Testing](#)
- [Medical Marijuana/Cannabis](#)
- [Workers Compensation](#)
- [Right to Work](#)
- [Unemployment Insurance](#)
- [Union Organizing/Collective Bargaining](#)
- [Veterans Hiring](#)

Workforce Equity

Positive workplace cultures discourage harassment and discrimination and promote pay decisions based on substantial business factors.

- [Discrimination in the Workplace](#)
- [Domestic Violence/Workplace Bullying](#)
- [Equal Pay/Comparable Worth](#)
- [Hazard Pay](#)
- [Minimum Wage](#)
- [Harassment in the Workplace](#)
- [Overtime Pay](#)
- [Payroll Cards](#)
- [Social Media Passwords](#)
- [Wage Theft](#)
- [Weapons in the Workplace](#)

New Member Resource for Local Legislative Updates (cont.)

Workplace Immigration

The U.S. needs a modern workplace immigration system that allows employers to access top global talent while protecting workers.

- [E-Verify](#)

Workplace Health Care

SHRM & PHRA believes any approach to health care reform in the United States must preserve the option for employers to provide employer-sponsored health insurance and lower costs for employees and employees.

- [Employer-Based Healthcare](#)
- [Health Screenings](#)

Workplace Flexibility & Leave

SHRM & PHRA believes that the United States must have a 21st Century workplace flexibility policy that works for employers and employees alike, helping them meet work-life and organizational needs.

- [Fair Work Scheduling](#)
- [Leave](#)

SHRM also offers a [Multi-State Laws Comparison Tool](#). This tool is only available to SHRM Members. Not a SHRM Member –

Join SHRM Today!

Resources provided by SHRM Advocacy:
<https://advocacy.shrm.org>



New Members

Sheryl Bailey
Danzer Veneer Americas

Jen Baldwin
Allegheny Conference on
Community Development

Kristin Bennett

Kristin Bonasso

Lacey Borcik
Allegheny County
Department of Human
Services

Melina Bradley
University of Pittsburgh

Kaylyn Brice
EA. Stucki Company

Cathy Camerlin
Allegheny County
Department of Human
Services

Michael Clark
Oswald Companies

Rachel Cohen
Hillel Jewish University
Center

Robert Crall
Huth Technologies, LLC

Tyler Creese
Styropek

Katelyn Dudash
University of Pittsburgh

Maria Dunn
Mortgage Connect

**Stephanie L. Herring PHR,
SHRM-CP, sHRBP**
Dollar Bank FSB

Mindy Hersh
Cornerstone Care, Inc.

Kari Imhoff
Penn Machine Company

Rachel Kanczes
University of Pittsburgh

Bernadette Kozlowski
KPA Services, LLC

Edward Lawrence
work.software

Tai Lehman

Gretchen Lockard
Polyconcept North America

Stephani Luffey
Superior Forge and Steel

Erik Lux

Kim McCartney
FHLBank Pittsburgh

Maureen Pearson
Duquesne University

Kayla Rex
University of Pittsburgh

Tricia Robison
Styropek

Emily Sagwitz
WESCO Distribution

Annette Sampson
Allegheny County
Department of Human
Services

Ravin Scott
City of Pittsburgh Department
of Human Resources

Nicole Sharp
Allegheny County
Department of Human
Services

Winsome Shay

Baila Shoop
University of Pittsburgh

Jeff Snyder
Aon

Keyara Sowell
Point Park University

Denelle Suranski
United Way of Southwestern
Pennsylvania

David Sweeney
University of Pittsburgh

Amber Talley
Allegheny County
Department of Human
Services

Anna Thornton
WESCO Distribution

Rhonda Walters
Allegheny Conference on
Community Development

On the move

Congratulations to the following PHRA members on their recent achievements:

- **Kristine Irwin** is the new Recruiting Program Manager, Southeast Zone for Siemens
- **Ashleigh Sager** is the new Project Manager- Physician Network Development for UPMC Community Medicine, Inc



2022 Events

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

Pittsburgh Human Resources Association

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



May 19 | Celebrate
Engaging Pittsburgh Awards Celebration

May 24 | Learn
Educating and Empowering Employees to Know Their Stress Operating System

May 24 | Network
HR Professionals Appreciation Day on the Lake Networking Event

June 24 | Interactive Webinar
The PHRA Experience Webinar: Making the Most of Your Membership

June 24 | Network
Annual Golf and Bocce Outing

August 3 | Learn
PHRA Book Club Review

September 27-28 | Learn*
PHRA Annual Conference

October 5 | Learn
PHRA Book Club Review

* = Online Registration Coming Soon For This Event



Change is not coming, it is here.

As HR professionals, you build teams, develop leaders, and constantly adapt to an ever-changing environment. The University of Pittsburgh is forged in the spirit of progress and the thrill of the unknown—we understand change. As your strategic partner, Pitt Business can assist you in leveraging both individual and organizational talent, preparing your company for what comes next.

Explore our programs and services to discover how we can support you in forging your path. Take the first step and contact executiveprograms@katz.pitt.edu.

www.business.pitt.edu/executive-programs



University of
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Executive MBA Programs and
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Joseph M. Katz Graduate School of Business



PHRA

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