



# 2023 tHRive HR Fundamentals Cohort | Launch Session

Thursday, June 8<sup>th</sup>

Prepared by:  
Christie Cawley | President | tHRive



# tHRive Team



[Christie Cawley | LinkedIn](#)

**Christie Cawley** is a Senior Partner, Executive Consultant, Certified Coach & Master Trainer at Center for Victory, a global talent management consulting firm and is also the President of CCK Consulting LLC/tHRive-People Practices for Nonprofits ([www.thriveHR.work](http://www.thriveHR.work)). Additionally, Christie has a BA, Applied Psychology, is an active member of the Society of Human Resource Management (SHRM), International Coach Federation (ICF), a Certified Master Trainer with Predictive Index Worldwide, Inc. and a member of Vistage Trusted Advisors.

With more than 25 years of professional experience, Christie specializes in leadership development, talent management and business performance using science and the Predictive Index suite of tools to help clients overcome their most challenging human capital and hiring dilemmas. Christie has extensive experience a human resources leader, non-profit executive, executive coach and business consultant, and supports organizations through significant change implementation and coaches for successful execution and sustainability.

Non-Profit Experience: ACTION Housing Inc., AIR, Allegheny Conference, Allegheny Health Choices Inc, Carriage House Inc., Center for Theater Arts, Center for Women, Children's Hospital of Pittsburgh, Construction Junction Inc., CISPAC-Communities In Schools Pittsburgh Allegheny County, DePaul School for Hearing & Speech, Easterseals of Michigan, Family House Inc., Family Means (Wisconsin), Global Links, Hillman Family Foundations, Humane Animal Rescue, Juniata College, Methodist Church Union, NAMI Keystone, National Council of Jewish Women, Pittsburgh (NCJW), P3R, Peoples Oakland, PRC- Pennsylvania Resources Council, Regional Housing Legal Services, The Forbes Funds, Trying Together (formerly PAEYC), University of Pittsburgh (Department of Athletics & Student Life), YMCA Central Virginia, YMCA Greater Dayton Area, and YMCA Greater Pittsburgh.



[Judy Eakin | LinkedIn](#)

**Judy Eakin** has been working in the nonprofit sector for over 35 years. She was a Director at George Junior Republic and CEO of Pittsburgh Big Brothers/Big Sisters. For the last 24 years she was the CEO of HEARTH increasing its size and number of families served by over 100%. Judy has a Bachelors and Masters degree in Social Work and is a certified Marital and Family Therapist. She has also completed multiple training programs offered by the University of Pittsburgh, Harvard, and Duquesne University with focus on strategic planning, fundraising, program evaluation, and employee development.

In addition to working with boards in her employment, Judy has also served on the Board of Directors and committees for numerous nonprofits. She specializes in Board Development, Program Development, and Strategic Planning. During her time as the "de facto Human Resource specialist", Judy created, modified and implemented policies, job descriptions, and performance evaluations, including those for volunteers and clients. She successfully managed her agency through COVID -19 with help from Christie and the tHRive program. Judy's strengths include identifying and responding to change, relationship development, revenue diversification, and coaching for growth and success.



[Joel Skerlong | LinkedIn](#)

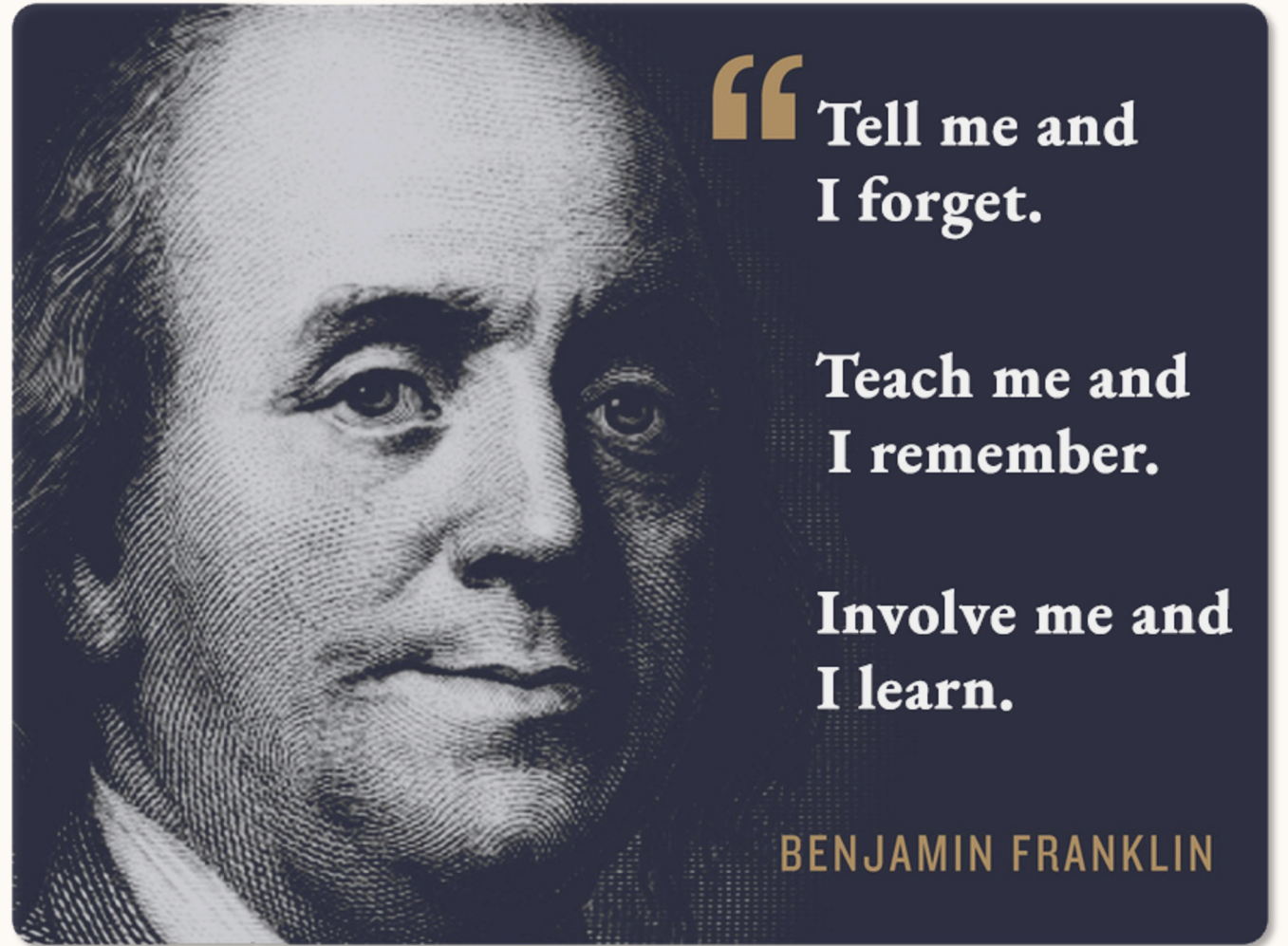
**Joel Skerlong** currently serves as a Project Administrator for tHRive and CCK Consulting LLC and also operates a remote consulting practice for Talent Management Agencies within New York City. Joel specializes in analyzing the components of business strategy, implementing value additive procedures within people operations practices, and developing/driving performance management initiatives. Joel recently obtained his certification as a PI Practitioner for the Predictive Index Worldwide, Inc.





# 2023 tHRive Cohort

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# Agenda

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- I. Welcome & Participant Introduction**
- II. Why HR?**
- III. Intake Survey Debrief / Summary of Findings**
- IV. HR Refresh**
- V. Setting Expectations**
- VI. Next Steps**
- VII. Q&A**





# tHRive Cohort Participants

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# 2023 tHRive Cohort Participants



Name	Organization	Role
Aaron Erb	Just Mediation Pittsburgh	Executive Director
Abby Rae LaCombe	RentHelpPGH	Executive Director
Arias Flory	Connecting Champions	Operations Manager
Beth Evans	The Branch	Office Manager
Carolyn Sauer	Allegheny River Trail Park	Business Manager
Dee Stathis	Allegheny River Trail Park	Executive Director
Elizabeth Baldoni	Foster Love Project	Executive Assistant
Flo Ginanni	United Way of Greater Stark County	VP of Diversity, Culture, Engagement
Jamilah Lahijuddin	RentHelpPGH	Director of Operations
Janice McNulty	YourCFO	Operations Coordinator
Julie Travaglini	Allegheny Land Trust	Sr. Director of Education and Curriculum
Kathi Radock	Tree Pittsburgh	Operations Manager
Kim Eckel	Footbridge for Families	CEO
Levana Layendecker	Pennsylvania Policy Center	Chief Operating Officer
Naomi Tannenbaum	Pennsylvania Women Work	Senior Director of Programs
Sarah Altomari	National Council of Jewish Women, Pittsburgh Section	Administrative Director
Sebastian Garetto	Casa San Jose	Finance & Operations Manager
Trish Romano	Team PSBG	Innovative Policy & Planning Officer
Tyian Battle	ACH Clear Pathways	Executive Director

# 2020 - 2022 tHRive Cohort Participants

## 2020 tHRive HR Fundamentals Cohort Participants

Cohort Participant	Organization
Aaron Mickens	Three Rivers Youth
Carla Conrad	Breathe Pennsylvania
Cheri Pogue	United Methodist Church Union
Cheryl Garcia	Literacy Pittsburgh
Christine Kroger	Neighborhood North
Danielle Crumrine	Tree Pittsburgh
Emilie Rzotkiewicz	Allegheny Land Trust
Joanna Deming	Perry Hilltop Citizen's Council
Katie Modic	Communitopia
Kellie Wild	East End Cooperative Ministry
Linda Allen	The Children's Institute
Linda Broman	YWCA Greater Pittsburgh
Nicole Moga	Tree Pittsburgh
Peggy Beem Jelley	Epilepsy Association of Western & Central PA
Sara Vins Bobish	Mid-Atlantic Mothers' Milk Bank
Shequaya Bailey	Grounded Strategies
Sonya Tilghman	Hazelwood Initiative

## 2021 tHRive HR Fundamentals Cohort Participants

Cohort Participant	Organization
Cathy Battle	Western Pennsylvania Diaper Bank
Dave Sevick	Computer Reach
Desiree Johnson	YouthPlaces
Dusty Sluka	Trade Institute of Pittsburgh
Giulia Lozza Petrucci	Dragon's Den
Jennifer Knepper	Junior Achievement of Western PA
Joseph Hall	Kelly Strayhorn Theater
Kimberlee Love	New Hazlett Theater
Lea Ann Gerkin	AHCI
Lisa Kadlecik	Pittsburgh Action Against Rape
Lora McKnight	Vibrant Pittsburgh
Lynann Casagrande	AHCI
Markeya Lowry	PULSE Pittsburgh
Rebekah Jenkins	Grow Pittsburgh
Susan Salyards	Beaver County Humane Society
Valerie Fleisher	Riverlife

## 2022 tHRive HR Fundamentals Cohort Participants

Cohort Participant	Organization
Alyson Fearon	Allegheny Land Trust
Caitlin Seiler	Allegheny Land Trust
Cheryl Bradshaw	The Midwife Center for Birth and Women's Health
Christine Diamond	Beverly's Birthdays
Christine Haas	The Midwife Center for Birth and Women's Health
Megan Yunn	Beverly's Birthdays
Melissa Messman	Jeremiah's Place
Nancy Gale	The Branch
Tammy Aupperle	Jeremiah's Place
Taylor Duda	Washington Area Humane Society



# Why are HR Practices Important?

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## DISCUSSION

- What is HR?
- Who is responsible?
- What does HR mean to your employees?
- How is HR built into your operating plan?
- Why is HR so important to a non-profit organization?



# Intake Survey Debrief

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# Intake Assessment: Participant Priorities/Confidence Levels

2023 tHRive Cohort   Intake Assessment Questions	Cohort Rating
We have sufficient bench strength to meet any critical position vacancies.	2.42
Our current organizational structure supports the effective/efficient use of resources and talent.	2.58
Strategy, goals, and tactics are adequately communicated, understood, and embraced across the organization.	2.67
Our organization sets individual performance goals and measure results.	2.75
Our organization is financially and operationally stable.	2.92
We use a formal performance management process that involves documenting and rating performance at least annually.	2.83
We have a practice of addressing employee misconduct, warnings or terminating for cause.	2.50
We offer training and/or professional development.	2.83
We have dealt with EEOC, ADA, discrimination, FLSA/Overtime, and other employment laws and regulations.	1.75
We have defined our culture and values, discussed with employees, and incorporate them into organizational decisions.	2.92

*\*Intake Assessment Consisted of 27 Questions in Total  
Rating Scale (1 – Strongly Disagree -> 4 – Strongly Agree)*

# Intake Assessment: Participant Priorities/Confidence Levels

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# 2023 tHRive Cohort Program & Welcome Kit

## 2023 tHRive HR Fundamentals Cohort Program Details



**COHORT LAUNCH**  
June 2023

- Cohort Program Introduction
- Personal Branding
- Workplace Practices



**THE BASICS**  
July 2023

- HR Administration & Documentation
- HR Law & Regulations
- Handbook Construction/Review



**HIRING PRACTICES**  
August 2023

- Job Design & Workforce Planning
- Position Marketing & Sourcing (Managing Bias)
- Interview & Selection Techniques



**ONBOARDING PRACTICES**  
September 2023

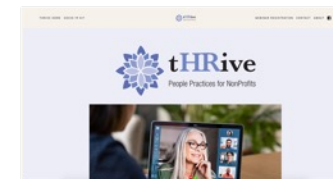
- Managing the Role & Employee
- Orientation Strategies & Outcomes
- Training, Development, & Mentoring



**EMPLOYEE RELATIONS & THE EMPLOYEE EXPERIENCE**  
October 2023

- Accountability & Establishing Expectations
- Organizational Values
- Diversity, Equity, & Inclusion
- Career Pathing & Enrichment
- Employee Engagement
- The Role of the Manager

## 2023 tHRive HR Fundamentals Cohort Welcome Kit



tHRive Cohort Website Access



Dedicated User Login & Profile



Bi-Weekly Zoom Webinars



tHRive Cohort Content Access



tHRive Cohort Handouts, How-To Guides, Kits, Templates, & More



tHRive Intake Assessment & Team / Resource Access



6 Hours of HR Consultancy Access



# How can tHRive help your organization?

*What are your “people practice” needs and priorities that tHRive can support/address?*

**Mission/Values**

**DEI Training**

**Employee Misconduct**

**Employee Handbook**

**Performance Goals**

**Hiring Standards**

**Policy Development**

**Leadership**

**Managerial Training**

**Job Descriptions**

**Employee Growth**

**Engagement**

**Conflict Resolution**

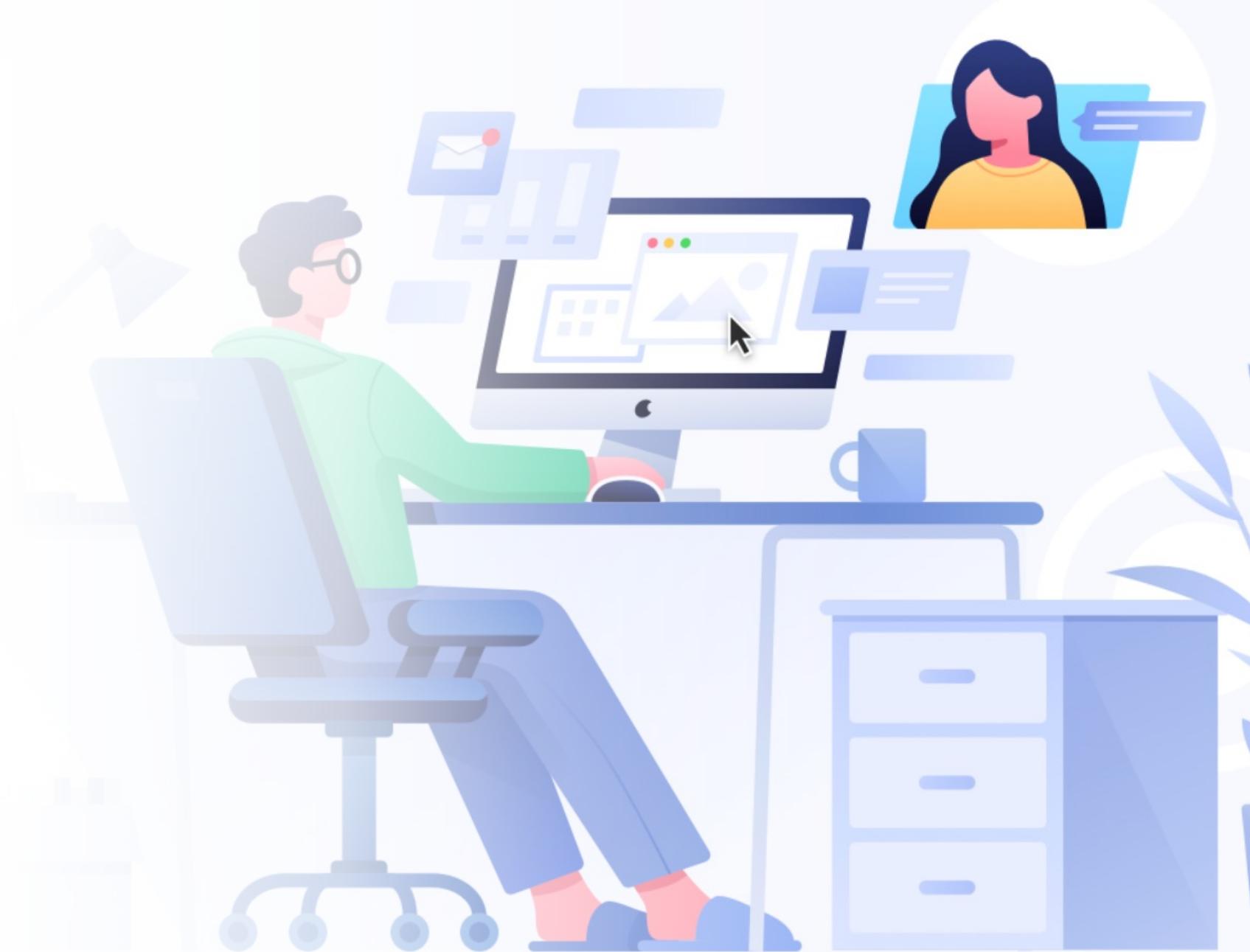
**Retention**

**Recruitment**

**Hybrid Best Practices**

## DISCUSSION

- Personal Learning Goal
- HR Goal for Organization
- Immediate Needs
  
- *Define Your Strategy*
- *Pick an Accountability Partner*
- *Schedule a Goal Check-In*
- *Measure Results*





# HR Refresh

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# HR Refresh

## DID YOU KNOW

Some quick People Practice Tips to start you on your tHRive Cohort Journey

When you need a quick answer to a People Practices ("HR") topic that is scheduled for a later Cohort session, consider using the following resources: your Payroll Provider, Liability Insurance Carrier, a Board Member with legal or HR expertise, or Call tHRive. Over the next few months, tHRive will provide information and resources across a range of People Practices topics. To get you started, here are some starting tips, based on your priorities. Don't worry, more to come!

### THINKING ABOUT PEOPLE PRACTICES

Be consistent and deliberate – how you address one situation with one employee may set precedent of how others will expect to be treated. Make sure your decisions and policies align with your mission and values. Watch out for what you don't know – especially in terms of regulations in areas such as recruiting and pay practices.

### LABOR LAWS

Some Labor Laws apply to all organizations, regardless of size, including ERISA, Equal Pay, FLSA, HIPAA, OSHA. Others depend on employee headcount – for instance you need to have at least 15 employees to be subject to ADA and Pregnancy Discrimination, 50 employees for FML, EEO-1 reporting, Affordable Care. EEOC, discrimination? Keep in mind, regardless of if you are "required" these are employment best practices that ensure a fair and eq-uitable work-place.

### COMMUNICATION

Communication goes a long way in setting a clear direction, removing uncertainty and obstacles, and understanding perspectives. Especially in these uncertain times, focus on your interactions with your team. Check out some practical suggestions.

[Communication in Times of Change](#)

## DID YOU KNOW (cont.)

### BETTER UTILIZE THE TALENTS OF YOUR TEAM

Understanding strengths and goals – for each individual and the collective organization. It also involves open, ongoing conversation. Consider setting Development as well as Performance Goals, and including cross-training to learn other roles in the organization, enhance teamwork, and support needs for organization continuity and benchstrength.

### RECRUITING!

Positive name recognition including understanding of your organization's mission, awareness in target communities, and strong networking can go a long way in marketing a job opening and attracting diverse candidates. Consider your social media presence, including reviews.

[Top 5 sourcing Suggestions \(3 minutes\)](#)

### DETERMINING EMPLOYEE ENGAGEMENT AND ACTIONS YOU CAN TAKE

- Here's a quick 2minute video on what to look for
- And more in-depth conversations with each team member (in HR speak, a Stay Interview)
- Overview – what and why and some suggested questions (3 minutes)
- Additional Suggestions on Questions (<2 minutes)

### FUNDAMENTAL MANAGERIAL QUALITIES

You can have a positive impact on the effectiveness of formal people practices and overall effectiveness of the organization. This link has one set of suggested best practices – [what would you add or change?](#)

# Setting Expectations

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## Setting Expectations

- How does the tHRive Cohort function/operate?
  - *Understanding the levers for implementing a successful People Practice Program*
- Workshops focus on continuous learning
- tHRive does not provide legal advice
- Utilization of The Predictive Index
- HR Coach & HR Consultancy





# Next Steps

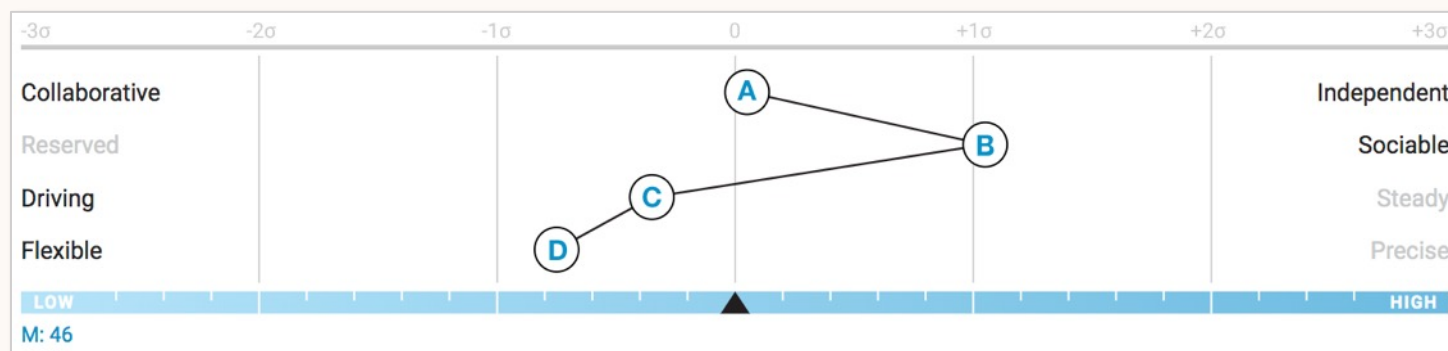
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# Next Steps



- Introduction to The Predictive Index
- tHRive Website Demo
- Preview of Workshop #1 on July 13<sup>th</sup> | The Basics
- Employee Handbook Distribution
- Cohort pre-work will be available the Friday before each Workshop



## The Science Behind The Predictive Index



# Q&A

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# Preliminary tHRive Cohort Workshop Schedule

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- **Thursday, July 13th | 2pm - 4pm**
  - tHRive Cohort Session #1 - The Basics
- **Thursday, July 27th | 2pm - 4pm**
  - tHRive Cohort Session #2 - The Basics
- **Thursday, August 10th | 2pm - 4pm**
  - tHRive Cohort Session #3 - Hiring Practices
- **Thursday, August 31st | 2pm - 4pm**
  - tHRive Cohort Session #4 - Hiring Practices
- **Thursday, September 14th | 2pm - 4pm**
  - tHRive Cohort Session #5 - Onboarding Practices
- **Thursday, September 28th | 2pm - 4pm**
  - tHRive Cohort Session #6 - Onboarding Practices
- **Thursday, October 12th | 2pm - 4pm**
  - tHRive Cohort Session #7 - Employees Relations & The Employee Experience
- **Thursday, October 19th | 2pm - 4pm**
  - tHRive Cohort Session #8 - Employees Relations & The Employee Experience





## Q&A

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- Which topics would you like to cover that we have not addressed?
- Upcoming Workshop Dates/Times
- Inbound Request Timeframe
- General requests sent to [info@thrivehr.work](mailto:info@thrivehr.work) will be recorded and addressed every Thursday
- Personalized requests will be addressed by the end of each week

