**Archbright™**

**Insights Newsletter**

**October 2018**

**Join us for our Annual Workplace Performance Symposium**

The HR and Employment Law landscape is constantly changing and it is important for HR professionals and business owners to stay well-informed. We hope you can join us as our experts cover the best practices, hot topics, and emerging trends that impact HR professionals every day.

This year’s presentations include:

* Five Behaviors of a Cohesive Team   
  Presented by Tina Janni, Organizational Development Consultant
* Culture of Safety  
  Presented by Dr. Joseph Marth, Vice President of R&D and Art Dalessandro, Vice President of Business Development
* Talent Management Strategy in a Tight Labor Market

Presented by Tasha Darling, Director of HR Consulting

* Pay Equity: The Next #METOO?

Presented by Ami De Celle, Attorney

* Civil Treatment for Leaders   
  Presented by Dr. Joseph Marth, Vice President of R&D
* Five Things to Do After #METOO   
  Presented by Kellis Borek, Vice President of Labor & Legal Services
* Talent Pool vs. Talent Stream

Presented by Shannon Kavanaugh, President & CEO

**When:** Wednesday, October 24 | 9am to Noon

**Where:** Museum of Flight, Skyline Room

**Cost:** FREE | A continental breakfast will be served.

Registration is now open at Archbright.com. We welcome a maximum of 2 attendees per organization!

**Reducing Employee Financial Stress**

A recent employee benefits survey\* reports that nearly half of U.S. employees feel overwhelmed by financial decisions and over a third say they live paycheck to paycheck. It is no wonder so many employees lie awake at night worrying about money.

From physical and mental health to focus and concentration, the effect of financial stress within the workplace cannot be denied. It’s clear that as employers, we need to go beyond offering a 401k and think about financial wellness overall.

The time to care is now. The time to act is now! How will you address financial wellness inside YOUR organization?

I am excited to announce Archbright Retirement, in partnership with Trutina Financial, a first-of-its kind program with a 360-degree approach to solving important challenges at every level of your organization.

Our program helps companies:

* Improve employee financial well-being
* Recruit and retain key talent
* Reward loyalty of long-term employees
* Provide strategies uniquely designed for owners and executives
* Create a happier, more secure, and engaged workforce!

Want to learn more about how our program benefits the newly hired, nearly retired, and everyone in-between? Visit Archbright.com and watch a 2-minute video about the program or register for one of our upcoming Financial Wellness CoffeeTalks featuring Geoffrey Schock of Trutina Financial. Hope to see you there!

*\*MetLife’s 15th Annual U.S. Employee Benefit Trends Study*

**CoffeeTalk: Financial Wellness: Less Stress, More Success**

Employers are starting to fully understand the impact of financial stress among their employees and how it impacts their productivity, absenteeism, and heath care costs as demonstrated by these alarming statistics:\*

* 46% of employees spend 2-3 hours per week of work time dealing with personal financial issues
* 79% of employees say financial stress keeps them up atnight
* 60% of employer health care costs are impacted by financial stress
* 1 in 4 Americans (1 in 3 Millennials) experience PTSD like symptoms from Financially Induced Stress

In this CoffeeTalk, Geoffrey Schock, Principal at Trutina Financial, will share ways that employers can help employees curb these trends, and introduce Archbright Retirement (powered by Trutina Financial), a first-of-its-kind program with a 360-degree approach to retirement at every level of your organization. The industry calls this Financial Wellness. We call it taking care of people.

SPOKANE

When: November 7 | 9:00 am to 10:30 am (8:30 Check-in Begins; 9:00 am Program)

**Where:** Mirabeau Park Hotel & Convention Center | 1100 N. Sullivan Road | Spokane Valley, WA

**Cost:** FREE | a continental breakfast will be served

SEATTLE

**When:** November 15 | 9:00 am to 10:30 am (8:30 Check-in Begins; 9:00 am Program)

**Where:** Georgetown Squared, 3rd Floor Conference Room | 5601 6th Ave. South | Seattle, WA

**Cost:** FREE | a continental breakfast will be served

*\*According to studies by National Foundation for Credit Counseling, American Psychological Association and Financial Finesse, & Payoff.*

***The Archbright Retirement Program is powered by Trutina Financial. All of the advisory, educational, and consulting services available through the Program are provided by Trutina Financial, a Registered Investment Advisor. Trutina Financial is an investment advisor registered with the Securities and Exchange Commission. Trutina Financial and Archbright are independent, unaffiliated organizations.***

**Register Today for Crucial Accountability®**

Research shows when people see accountability as “someone else’s job” they waste time, resources, and morale—specifically, employees waste $1,500 and an eight-hour workday for every accountability discussion they avoid. These costs skyrocket when you consider that 95 percent of a company’s workforce struggles to hold their colleagues accountable.

This course teaches a straightforward, step-by-step process for identifying and resolving performance gaps, strengthening accountability, eliminating inconsistency, and reducing resentment. It uses video, group discussions, skill practice, and real-life application to make the course both entertaining and engaging.

Crucial Accountability teaches participants to

* Hold anyone accountable while building the relationship
* Master performance discussions
* Motivate others without using power
* Manage projects without taking over

Seattle | November 6 & 7 | 8:30am to 5pm

If you are interested in training 10 or more employees at your location, contact your Account Executive or call 206.329.1120, 509.381.1635 for information.

**Archbright Gold Members**

Remember to use your credit for Public Classes by December 31, 2018. Don’t let it go to waste, register for a class today! This benefit applies to instructor-led classes only. It does not apply to onsite classes or web-based, on-demand elearning classes.

**Washington’s Paid Family and Medical Leave: What should you be doing now?**

Beginning January 1, 2020, family and medical leave will be available through a State administered plan to all employees employed by an employer in the State of Washington. Funded by premiums paid by both employers and employees, family and medical leave insurance benefits will be payable by the Employment Security Department (ESD) to employees during a period in which they are unable to perform their regular or customary work because of the need for family and medical leave.

PFML is funded by premiums paid by both employers and employees. Premium assessment begins on January 1, 2019. The law sets the initial premium rate at 0.4 percent of wages. Medical leave benefits equal 2/3 of the premium rate and family leave benefits equal the remaining 1/3.

* Employers are responsible for 55 percent of the medical leave premium.
* Employees are responsible for 45 percent of the medical leave premium and up to 100 percent of the premiums due for the family leave.

Employers may elect to pay all of the premiums or deduct the employee portion of the assessment from employee’s paychecks. The amount of wages subject to a premium assessment is capped at the maximum wages subject to social security tax.

Employers with less than 50 employees working in the state of Washington are exempt from paying the employer portion of the premium; however, their employees must still pay the employee share.

**What you should be doing now:**

Since employees are not eligible to apply for the benefit until January 1, 2020, there is no need at this time to add policies to your Handbook. However, there are a few considerations you should be making now to prepare for the assessments that will begin January 1, 2019:

1. Determine whether you already provide or intend to provide a “Voluntary Plan” to your employees for either family leave or medical leave, or both. A Voluntary Plan is a plan fully funded and administered by the employer that meets or exceeds the benefits that will be provided by the State in 2020. Providing a “voluntary plan” allows an employer to opt out of the State plan, meaning they do not have to pay the employer portion of the premium assessment, but employers using a Voluntary Plan must still report wages, hours worked, and other information required by the State.

A Voluntary Plan must be pre-approved by the ESD before they are offered to employees. Applications can be submitted now through http://paidleave.wa.gov. Employers who have applications approved by December 31, 2018 will not be required to collect state plan premiums with the first paycheck in January 2019. If the plan is not approved, premiums must be deducted. ESD recommends employers allow at least 30 days for a decision about an application from the time ESD receives your application and payment.

1. Determine whether you will have employees pay the employee portion of the assessment. Employers may choose to pay both the employer and employee portion or deduct up to 45% of the medical assessment and up to 100% of the family leave portion.
2. Notify your employees of the deduction that will be withheld from paychecks beginning January 1, 2019.

The State is still in the rulemaking process of this law, which means they are still developing the scope and content of the rules for the Paid Family and Medical insurance program.

Archbright will continue to monitor the rules and update members as information is available. Members with access to Archbright’s HR Toolkit can find Archbright’s comprehensive KeyNote and FAQs, as well as a sample memo to advise employees of the upcoming assessment located on the Members Only website.

Source: Joy Sturgis, Senior HR Advisor, and Erin Jacobson, Attorney

**HR FAQ**

**Question:** Can voluntary organ donation qualify as a “serious health condition” under the FMLA?

**Answer:** At first blush this question may trick the unwary who think that FMLA is intended for those “involuntary” health conditions like injury, disease and illness. After all, is the organ donation “medically necessary” for the donor? Before you go down that rabbit hole, take heart: the DOL answers the question in the affirmative, without even addressing the “voluntary” nature of the donation. “Even when the donor is in good health before the donation and chooses to donate the organ solely to improve someone else’s health,” organ donation qualifies as a serious health condition under the FMLA when it involves either “inpatient care” or “continuing treatment.”

The Opinion Letter notes that organ donation commonly involves a hospital stay of four to seven days after surgery. Even in the unlikely event that there is no hospital stay, organ donation most certainly involves “continuing treatment,” that is, a period of incapacity

of more than three consecutive days, that also involves treatment by a health care provider two or more times, or only once with a regimen of continuing treatment, supervised by the health care provider.

**Lack of Information About Compensation is Biggest Frustration for U.S. Workers, Job Seekers, Survey Shows**

A new survey from Glassdoor reveals that a lack of information about a job’s total compensation package, including pay and benefits, is among the biggest frustrations for U.S. workers and job seekers during the interview process.

Half (50 percent) of U.S. workers/job seekers say that this would be among their biggest frustrations, with an equal proportion saying it is potential employers canceling or postponing interviews. Ranking third, 47 percent said that potential employers not responding in a timely manner are among their biggest grievances.

The online survey, conducted by The Harris Poll on behalf of Glassdoor in May 2018 among over 1,100 U.S. adults who are either currently employed or not employed but looking for work, also highlights specifically what would make people pull out of a recruitment process. Primarily, this would be caused by the employer announcing layoffs (44 percent), a poor first interaction with a recruiter or hiring manager (40 percent), reading negative reviews from employees (35 percent) and hearing about employee or leadership scandals (33 percent). Reading negative news coverage about the company would cause nearly two thirds (32 percent) of workers/job seekers to pull out of a recruitment process.

What job candidates want most. When asked what would constitute a positive job application experience, nearly three in five (58 percent) U.S. workers

and job seekers said that a company communicating with them clearly and regularly is what they want. More than half (53 percent) said they would want a company to set out clear expectations for them so that they could prepare well and 51 percent said getting feedback from the company, even if they were not successful, would be appreciated. A company explaining how many interviews candidates might need to go through and who those interviews might be with would make for a positive experience according to 45 percent of U.S. workers and job seekers, followed by 43 percent who would welcome a simple and efficient online job application process.

How do men and women differ? Just as it’s important for those in recruitment and HR to understand the frustrations of job seekers and what may cause them to pull out of the recruitment process, it is also essential to consider how different audiences are impacted by various factors. For instance, 57 percent of women indicate that not receiving enough information about the total compensation package is among their biggest frustrations during the job interview process, while only 44 percent of men report this as a frustration during their job search.

In addition, this survey data shows that among U.S. workers/job seekers, 43 percent of women would pull out of a recruitment process after reading a negative review from an employee, while only 28 percent of men say that this would cause them to remove themselves from the recruitment process.

How long should the interview process take? More than four in five (82 percent) U.S. workers and job seekers said that they would want the entire interview process to take less than a month and two in five (40 percent) said less than a week. In a 2017 study(2), Glassdoor’s Chief Economist Andrew Chamberlain found that the average length of the interview process in the U.S. is days. However, even the jobs with the fastest interview processes globally are a minimum of eight days or more.

Source: CCH

**Survey Finds Working Parents Rank Work-Life Balance Ahead of Salary When Evaluating**

**Job Prospects**

According to an August 2018 FlexJobs survey of 1,100 parents with children 18 and younger living at home, working parents rank work-life balance (84 percent) ahead of salary (75 percent) when considering whether or not to take a job. About 41 percent of all families in the U.S. include children under age 18. The labor force participation rate for all women with children under age 18 was 71 percent in 2017, up slightly from the prior year.

Flexible work options (75 percent) and work schedule (72 percent) rounded out the top four considerations, well ahead of other factors, such as health insurance (38 percent), retirement benefits (36 percent), and paid maternity leave (10 percent). Work-life balance was also named the top reason working parents seek flexible work (81 percent), followed by family (78 percent), time savings (40 percent), and commuting stress (40 percent).

“Flexible employment gives people more control over how, when, and where they get things done, which is vitally important for groups of people like working parents who have many responsibilities,” said Sara Sutton, founder and CEO of FlexJobs. “Whether it’s working remotely, having a flexible schedule, working part-time, or freelancing, people with flexible work options are better able to structure their work so that they can preempt many of the clashes that typically happen between work and life. Too often, flexibility is seen as a nice-to-have perk, but for many people, perhaps the majority of people who use flexible work options, flexibility is a necessity, and without it they might not be able to participate in the workforce at all.”

Source: CCH

**L&I Proposes 5% Decrease for 2019 Workers’ Comp Base Rates**

The Washington State Department of Labor and Industries (L&I), has announced a proposed rate decrease of 5% in the average workers’ compensation premiums paid by employers in 2019.

Every fall L&I sets workers’ compensation rates based on a number of factors including: expected workers’ compensation payouts, the size of the reserve fund, wage inﬂation, and other financial indicators.

If approved, the proposed 2019 decrease would save employers an average of about $58 per employee in 2019. It is important to note that the proposed 5% rate decrease is an average. An individual employer’s actual rate change may be more or less depending on the employer’s industry and history of workers’ comp claims.

Unless an employer is self-insured they must pay into the State’s workers’ comp system. This system ensures that if someone suffers a work-related injury or illness they are covered by insurance.

About 2.6 million workers and 170,000 employers in Washington have State workers’ comp insurance.

**Unlock Employee Potential with Catalytic Coaching**

Catalytic Coaching fixes what’s broken with the traditional performance review process by empowering employees to take ownership of their professional development. It focuses on the ongoing conversation between manager and employee that allows supervisors to stop being a critic or judge and function instead like a coach.

Today’s best managers no longer think of themselves as “evaluators.” Instead, they’ve adopted a coach mindset: They develop performance through open communication, trust, and coaching.

It starts with answering key questions. What is the employee trying to achieve? What are the company’s goals? The best organizational cultures are able to fuse these seemingly separate ambitions. To get there, managers must first take the time to understand their employees as individuals.

Coaching-centered managers spark conversations that create absolute clarity, in large part because employees open up about their personal goals. In addition, when managers focus on developing future success, rather than rehashing the past, they assume a more supportive role and stop being seen as the judge and jury of the employee’s career.

Mutual respect creates genuine connections that in turn reveal a path to shared success. When managers coach individuals this way, they bring out the best in their people, match employee interests to organizational needs, and are better able to unlock potential and inspire performance.

For more information about Catalytic Coaching, visit Archbright.com. Catalytic Coaching is a product of Energage.

**The Catalytic Coaching Course**

Catalytic Coaching can help transform both individuals and their organizations by saving time, reducing stress and delivering in these key areas:

* Positive Behavioral Change
* Motivation to Work Hard
* Retention of Key Contributors
* Internal Promotions and Succession
* Prevention of and Protection Against Lawsuits

Designed for HR Leaders and Senior Executives exploring or already using alternatives to performance evaluations, the Catalytic Coaching Course will allow participants to:

* Discover how a performance management system can rapidly increase employee engagement
* Work real-life, challenging cases in class
* Identify common speed bumps to avoid during roll-out
* Exchange best practices with others utilizing the program
* Network with like-minded peers
* Get certified as a Coach2 in Catalytic Coaching
* Learn directly from the program architect, Gary Markle

WHEN: November 6-8, 2018 | Tuesday 1:30pm to Thursday 4:00pm

WHERE: Suncadia Resort in Cle Elum, WA | 2.5 days/2 nights, includes meals, Wi-Fi, parking, and sleeping rooms.

For more information and registration, visit https://www.energage.com/events.

**It’s Membership Renewal Time!**

As we approach the end of the year, you once again have the opportunity to change your membership level. Please be watching for an email from us in the coming days with more information about next year’s levels. Once you have reviewed, you will need to inform us of any changes by December 1st. Note: if you would like to remain at the same level for 2019, then you do not need to do anything. Your membership will automatically renew on January 1. If you have any questions about the membership levels or how you can determine which one is best for your organization, please contact your Account Executive at 206.329.1120 or 509.381.1635. Thank you for your continued membership!

**Job Hazard Analysis**

Preventing workplace injuries starts with identifying all hazards present at your facility. A Job Hazard Analysis is a documented observation process that determines if engineering controls should be put in place; or are capable of being in place to reduce the risk of injury or illness. This includes safety and health hazards ranging from machine safety, noise levels, chemical or biological exposures, etc.

Performing a JHA can also fulfill your hazard assessment requirement for Personal Protective Equipment.

High hazard jobs are not exclusive to performing a JHA, however. It may be the most important focus, but a JHA is recommended for all positions throughout an organization.

What does this process look like? According to the National Safety Council (NSC) a JHA contains three main elements:

* Breaking the job task into steps
* Identify possible hazards for each step
* Establish strategies that will reduce or eliminate each hazard

This is where employer discretion is imperative. You don’t want to document every minute detail; however, you also do not want to be too broad. It is recommended to focus on the highest hazard job functions. To break down the job tasks, following these general guidelines is recommended:

* Observe each worker performing a job. Break down these steps in high-level detail, step by step
* Consider taking photos of employees performing these tasks
* Engage with workers who perform these tasks to ensure that nothing was omitted

Once these steps have been completed, Occupational Safety and Health Administration (OSHA) recommends asking yourself; What could go wrong? How could that possibly occur? What would be the fall-out or consequences? Are there any other variables that could contribute to the hazard? And how likely is it that an injury could occur from the hazard(s)?

When conducting a JHA, OSHA also recommends focusing on job tasks with high frequencies of injury, tasks that could cause severe injuries, new or recent changes in environment or added job tasks, and intricate jobs that require written instruction on how to perform such duties. Focusing on past injuries or high-risk jobs that include trends of “near misses” are recommended as well. Many experts recommend reviewing JHA’s each year to ensure it is up to date.

Please join us October 18th during our monthly Safety Webinar to learn more about Job Hazard Analysis. For questions or more

information, please contact your Safety & Loss Control Consultant at 206.329.1120 or 509.381.1635.

**Please Notify Us of Staff Changes.** Please take a moment to contact us to correct any staffing changes for your organization, including email addresses. Email us at info@archbright.com.

Insights is published monthly for its member companies by Archbright™, founded in 1936. Items in Insights are for information only and not intended to render legal advice. Material contained herein may not be reprinted without the permission of Archbright.

We welcome your comments and suggestions.

Email: info@archbright.com | Georgetown Office: 5601 6th Ave S, Suite 400, Seattle WA 98108 | Phone: 206.329.1120 | Web: www.archbright.com