**Archbright™**

**Insights Newsletter**

**December 2017**

**Develop Effective Leaders at the Management Academy**

For companies ready to take the next step in the development of their management teams, Archbright University offers the Management Academy. This 6-week cohort learning program is designed to develop effective workplace leaders and is powered by Development Dimensions International (DDI).

The Management Academy is designed for those who:

* Lead a team
* Are experienced and comfortable with basic management skills of feedback, coaching, and delegation
* Can commit to the follow-up assignments, prep work, and peer coaching calls

Participants join a small group of peers to complete six key leadership courses. The courses occur over a 6-week period and include prep work, ongoing action items, peer check- ins, and on-demand virtual reinforcement activities.

Registration is now open for Q1 sessions of the Management Academy:

Seattle | Thursdays, 1/18 through 2/22 | 8:30am to 12:30pm

Spokane | Wednesdays, 2/7 through 3/14 | 9am to 1pm

This is a terrific opportunity to empower managers, cultivate leadership, and make a lasting impact in your organization.

For more, visit archbright.com, call 206.329.1120, or 509.381.1635.

**CEO Corner, by Shannon Kavanaugh**

A moment to say THANK YOU!

Where did 2017 go? I know it seems like we say that every year….’where did the time go’? But this year truly does feel like a whirlwind doesn’t it?

At Archbright, we saw many exciting things in 2017:

1. We added almost 120 new members to the Archbright community;
2. We launched several new services for our members (including a new performance management system called Catalytic Coaching!;
3. Our new office space was nominated for Best Workspaces (NAIOP);
4. We were named one of Washington States Best Places to Work (PSBJ);

But that doesn’t matter much without you, our members! On behalf of our entire team, I would like to thank you for your membership in Archbright. We aim to tackle the complexity of the workplace so you can focus on the passion of your business. Please let us know if we can support you and your teams in any way.

In the meantime, we wish you the Happiest of Holidays and a Magnificent New Year!

**Spokane Bans the Box**

On November 27, 2017, the Spokane City Council passed a Fair Chance Hiring (also known as “Ban the Box”) Ordinance, with the purpose of giving prospective employees with criminal histories a fair chance to compete for employment in Spokane. Although there are exceptions for some specific types of positions, the ordinance prohibits employers recruiting for most positions from:

1. Advertising openings with language that would exclude individuals with criminal histories from applying;
2. Inquiring in any way (whether on a job application, in person, or through a background check) about an applicant’s criminal history before the applicant has

participated in a telephone, video, or in-person interview or been conditionally offered employment;

1. Using or disseminating an employee’s arrest or conviction record, unless required by law;
2. Disqualifying an applicant solely because of an arrest or conviction, unless it is related to significant responsibilities of the position; and
3. Disqualifying an applicant for refusing to disclose a criminal record before the employer has determined that the applicant is otherwise qualified for the position.

Violation of this ordinance could result in a civil penalty of $261 for each occurrence; however, the City of Spokane will delay enforcement of the ordinance for six months.

**Executive Compensation Survey Available Soon**

We recognize executive compensation is both art and science. To help members develop the science behind their executive compensation strategy, Archbright is pleased to release our first Archbright Executive Compensation Survey. With 158 participants, the survey provides valuable data on trends as well as compensation data for top executives.

In the Trends portion of our survey, there are two categories of data provided: Nonprofit (includes Nonprofit, Government, and Public Utilities) and For Profit (includes Private organizations). This year’s Compensation data covers Washington State only and is reported in six categories covering Ownership, Region, Industry, Employee Size, Revenue, and Union Status.

The Executive Compensation Survey is available at no cost to members who participated in the survey. (Please check your email in the coming days for instructions on how to access your report.) For members who did not participate this year, the report will be available for purchase on Archbright.com.

We hope you find our first annual Executive Survey valuable and insightful! We welcome any feedback for future versions of this survey. Please email regionalsurveys@archbright.com with any recommendations or ideas.

**Archbright’s Top 5 Courses**

Have you ever been curious what our most popular courses are? Here are the top five courses, ranked by number of participants in 2016.

1. **Workplace Harassment Awareness:** Highly recommended for all organizations, this course helps you create a respectful and collaborative work

environment while avoiding legal risk. Available at your location (groups up to 25) and online.

1. **First Aid/CPR Certification and Recertification:** Washington state employers must assure that adequately trained personnel are available in the event of a medical emergency in the workplace. Our certification and recertification courses meet this requirement.
   * At your location (groups up to 12)
   * Certification in Seattle: December 18, January 22, February 26, March 22
   * Recertification in Seattle: December 19, January 31, February 23, March 23
2. **Supervisory Skills:** A Gallup poll of more than a million employed U.S. workers concluded that the No. 1 reason people quit their jobs is a bad boss or immediate supervisor. Train your supervisors to manage effectively and increase retention

and productivity!

* + Available at your location (groups up to 18)
  + At Archbright’s Seattle office on December 18, 19, 20; January 9, 10, 11; February 2, 9, 16; February 12, 13, 14; March 1, 8, 15
  + At the Future of Flight in Mukilteo on January 16, 23, 30
  + At Archbright’s Spokane office on January 16, 17, 18
  + In Tacoma on March 19, 26, April 2

1. **Leadworker Effectiveness:** Empower your leads to improve communication, set clear expectations, and give actionable feedback.
   * Available at your location (groups up to 18)
   * At Archbright’s Seattle office on December 20,
   * January 5, February 5 with Spanish interpreting, March 12
   * At Archbright’s Spokane office on March 8
2. **Building Interpersonal Awareness with DiSC®:** Improve relationships and increase teamwork by understanding how to bridge personality gaps in the workplace.
   * Available at your location (groups up to 18)
   * At Archbright’s Seattle office on December 13, January 23, February 8
   * In Kirkland on March 5

**Paid Sick and Safe Leave for Washington Employees Goes into Effect January 1st**

All employers in Washington are required to provide paid sick and safe leave to all non- exempt employees beginning January 1st. If you have not yet updated your policies and payroll practices to comply with the new law, now is the time to do so! Additionally, by March 1st, employers must

issue and post a notice advising employees of their rights under this new law.

Gold and silver Archbright members may access our website for updated and compliant samples of our Sick Leave Policy, PTO Paid Time Off Policy, and Washington Paid Sick Leave Notification Form.

Please contact an Archbright HR Advisor with any additional questions about this important new requirement.

**HR FAQ**

Question: Now that the new Washington State Paid Sick Leave law begins in January 2018, can we ignore all the quirky requirements of Seattle’s Paid Sick and Safe leave? I hope we can just follow the state law and be fine.

Answer: No, you cannot ignore the Seattle Sick Leave ordinance. As a patchwork of overlapping local, state, and federal laws continues to mushroom, employees are always entitled to the law which benefits them the most. For Seattle employees, they will enjoy the most generous protections of the two laws. This is how some of the more striking differences play out:

1. The state law’s waiting period is 90 days. Seattle employees will no longer have to wait 180 days to access accrued leave.
2. The state law requires accrual of one hour of leave for every 40 hours worked. Seattle’s Tier Three employees will continue to accrue at the rate of one hour for every 30 hours worked.
3. The state law grants a maximum carryover of 40 unused hours to the following year. Seattle’s Tier Two and Tier Three employees have a greater benefit. They are entitled to a maximum carryover of 56 hours and 72 hours, respectively.
4. The state law expands the definition of a family member to include siblings.

Seattle employees will now be able to take their accrued leave to care for siblings.

1. Under the state law, employees rehired within 12 months of separation of employment are entitled to have any forfeited paid time restored. Rehired Seattle employees will now enjoy restoration rights after a 12-month absence, rather than a shorter 7-month absence.
2. The state law covers only non-exempt employees. Seattle’s ordinance provides paid leave to all employees.

Note: Tacoma’s Paid Leave ordinance was amended in September 2017 to align its provisions with the new state law with some exceptions; the Tacoma ordinance covers both exempt and non-exempt employees and provides paid bereavement leave.

Spokane’s Paid Leave ordinance is preempted by the new state law and will be no longer be in effect as of January 1, 2018.

**EEOC Makes Filing a Discrimination Charge Simple for Employees**

On November 1, 2017, the EEOC launched a Public Portal that gives online access to people inquiring about discrimination. The secure online system makes both EEOC information and a person’s own charge information available whenever and wherever it’s convenient for that person. EEOC Acting Chair Victoria A. Lipnic called the system “a giant leap forward for the EEOC in providing online services.”

Public Portal use. Through the EEOC Public Portal a person can submit—online—initial inquiries and requests for intake interviews with the agency. Initial inquiries and intake interviews are typically the first steps for those who want to file a discrimination charge with the EEOC. The agency noted that in fiscal year 2017, it responded to more than 550,000 calls to its toll-free number and more than 140,600 inquiries in its field offices, reflecting the significant public demand for the EEOC’s services. Handling this volume of contacts through an online system is more efficient for both the public and the agency because it reduces the time and expense of paper submissions, the EEOC said.

Under the new system people will be able to digitally sign and file a charge prepared for them by the EEOC. Once a person files a charge, he or she can use the EEOC Public Portal to provide and update contact information, agree to mediate the charge, upload documents to his or her charge file, receive documents and messages related to the charge from the agency, and check on the status of the charge. These features are available for newly filed charges and charges that were filed on or after January 1, 2016, that are in investigation or mediation.

The new system does not permit people to file charges of discrimination online that have not been prepared by the EEOC or to file complaints of discrimination against federal agencies.

Source: CCH

**New Laws Forbidding Questions on Salary History Likely Changes the Game for Most Employers**

A new survey by the Hay Group division of Korn Ferry shows that 65 percent of executives believe their organizations will be affected by new legislation aimed at closing pay gaps for women and other underserved populations. However, most don’t believe the legislation will work.

A number of cities and states across the United States, including California, Massachusetts, Delaware and Oregon, are at various stages of enacting legislation that makes it illegal for employers to ask job candidates about their salary history and to use

the information in making pay offers. New York City enacted legislation recently. Proponents say that basing pay on past wages can perpetuate the earnings divide. Whether or not these new laws improve gender pay equity remains to be seen. In fact, the majority of executives polled (65 percent) believe that the law will not, or only to a small extent, actually improve the gender pay equity situation in their organization.

“As a result of this legislation, many employers will need to seek out better market data and conduct more rigorous analyses to determine what a job should pay versus relying on the crutch of

a candidate’s compensation history,” said Tom McMullen, Senior Client Partner in Korn Ferry Hay Group’s Reward and Benefits group. “Organizations need to ensure they have an effective job evaluation process that provides the right criteria and credibility for assessing the size of jobs.

Further action on pay equity is likely ahead, but few say they are ready. Only 19 percent of organizations say they are well prepared to handle the new laws once they go into effect. Many large organizations are indicating that they are likely to get ahead of the issue by changing their national policies instead of waiting for individual cities and states to pass measures. Nearly half of the executives polled (46 percent) said choosing to comply with the most stringent legislation is the likely mode of adapting to the new legislation, as opposed to complying to each local legislation. “It’s a new game out there,” said McMullen. “Few large organizations will be exempt. It’s better to be prepared than to be caught by surprise on this.”

Source: Korn Ferry

**2 in 5 LGBT Workers Feel Bullied at Work**

Two in five LGBT workers (40 percent) report feeling bullied at work, 11 percentage points higher than the national average of all workers combined. Fifty-six percent of bullied LGBT workers report being bullied repeatedly. This is according to CareerBuilder’s nationwide survey, conducted by Harris Poll.

“Bullying of any kind or of anyone has no place in the workplace – period,” said Michael Erwin, director of corporate communications and social media at CareerBuilder. “Employers have a responsibility to create a safe working environment for all employees. They can minimize this destructive behavior by offering sensitivity training and enforcing anti-bullying policies across their organizations.”

Bullying takes many forms. What does bullying look like in today’s workplace? Fifty-three percent of bullied LGBT workers say they were bullied by one person, and 13 percent say it happened in a group setting. Fourteen percent of LGBT bullied workers say they were bullied by someone younger, and 61 percent say they were bullied by someone older.

Among the most common examples of bullying given by LGBT workers who were bullied at work were:

* Falsely accused of mistakes you didn’t make (61 percent);
* Ignored - comments were dismissed or not acknowledged (50 percent);
* Used different standards/policies for you than other workers (49 percent);
* You were gossiped about (47 percent);
* Picked on for personal attributes (race, gender, appearance) (42 percent);
* Constantly criticized by boss or co-workers (40 percent);
* Someone didn’t perform certain duties, which negatively impacted your work (40 percent);
* Purposely excluded from projects or meetings (31 percent); and
* Belittling comments were made about your work during meetings (28 percent).

Consequences of being bullied. Being bullied can have many effects, many long-lasting, and LGBT workers are feeling the consequences. Of those LGBT workers who were bullied at work, 19 percent have suffered from health-related problems as a result of being bullied at work, and 15 percent have called in sick because of feeling bullied.

Forty-one percent of LGBT workers who have been bullied at work have left a job because they have felt bullied.

Source: CareerBuilder

**Putting Your Brain to Work**

In a sense, we have two brains, or perhaps more accurately, two systems in the brain. As Caroline Webb points out in her article, *How Small Shifts in Leadership Can Transform Your Team Dynamic*, the brain’s **automatic** system is the more reactive, emotional one that helps us take care of routine, instinctual activities, and ensures that all our basic functions are working. It focuses on making sure we are safe and triggers us to either fight, fly, or freeze in response to danger.

The gift of our humanness is that we have what might be called a higher-functioning brain in the **deliberate** system, making us capable of reasoning, prioritizing, forward thinking, and maintaining self-control. Because it requires a lot of resources to do its job and can only do one thing at a time, it tires easily, leaving us more vulnerable to the reactiveness of the **automatic** system. Good to know, but how do we get the best benefit from both systems?

**Provide Focus Time**

When working on a challenging problem or trying to invent the next technology breakthrough, we need mental and physical space with little distraction. Multi-tasking is not effective!

Allocating prime brain resources to several tasks at a time – checking emails, social media, calendar updates – actually makes us dumber by breaking the concentration that’s necessary for accessing higher level thinking. Research shows that we make from two to four times more mistakes when confronted with interruptions and distractions.

**Use Breaks Wisely**

Since we know that a higher level of concentration takes a toll on our brain’s energy stores, we can use intentional, periodic rest breaks to replenish and recharge. Every hour or so, get up, move your body, get a healthy snack, even daydream.

Design your workspaces to allow for high-concentration, low- interruption areas. Let your staff know it is okay for them to go to a conference room or other area for some peace and quiet. Encourage walking meetings and healthy snack breaks. Block out time for focus work on your calendar just as you would for a meeting.

**Focus on Rewards, Not Threats**

It doesn’t take much to threaten someone’s self-worth. In a meeting, when someone responds to another’s idea with a non-verbal “what were you thinking look,” they might react by lashing back, withdrawing, or pouting as their **automatic** system jumps into action. One judgmental comment can cause the brain to downshift and move to a defensive position. Knowing this is happening can help you to reframe the situation so your brain can refocus on the content of the meeting and release the threat response.

There is also a discovery mode where the brain is focused on the potential rewards of the situation. When we can see a positive outcome, creative juices start to flow, the deliberate system kicks in, and energy flows towards innovation and possibility. So, instead of focusing on what’s not working – which can trigger the threat response – engage your staff by asking about what is working. Frame up the problem or challenge with what has been going well. Instead of correcting someone, first ask her to think through how she might she might do it differently.

**The Next Steps**

You don’t have to be a brain scientist to put your brain to work. Making small daily changes leads to real changes over time. Start by paying attention to those times when are you most focused. How can you create more of these opportunities for you and your team? What are you doing intentionally (or not) that is causing others to react defensively? The first step is to notice.

The second step is to experiment by making make one small positive change and paying attention to what happens as a result. You might be surprised at the significant impact small changes can make!

**Source:** Rose Singer, Sr. Leadership & Organization Development Consultant at Archbright

**Treating the Whole Worker – a Biopsychosocial Approach to Injury Management**

Ever wonder why two injured workers, with basically the same injury, recover at different paces? A biopsychosocial approach assumes that biological and psychological factors like thoughts, emotions, and behaviors as well as social factors, contribute to human wellbeing and illness. Every injured worker comes to the table with a different combination of factors that influence their recovery. So, how do we navigate such a complex landscape when it comes to successful return-to-work programs?

In this CoffeeTalk, Michael Harris, Ph.D., Chief Operations Officer Clinical Director and Director of Outcomes at Pacifica Rehabilitation Centers along with Archbright’s Lloyd Brooks, Director of Claims Services will focus on the theory and practice of Biopsychosocial Injury Management and its superiority as an approach to successful return-to-work and disability prevention. They will discuss the tools necessary to identify factors that are hindering the injured worker’s success in return to work and how HR Professionals and Business Leaders can assist the injured worker in overcoming some of these factors.

When: Wednesday, January 17 | 8:30 am to 10:30 am (8:30 am – Breakfast Buffet Opens; 9 am – Program Begins)

Where: Archbright training rooms in Seattle [Georgetown]

Cost: FREE | a continental breakfast will be served

Register Today! Seats are limited.

We welcome a maximum of 2 attendees per organization.

**OSHA 300 Electronic Reporting Update**

**OSHA’s new electronic reporting requirement does not apply to Washington employers.**

On Jan. 1, 2017, the federal Occupational Safety and Health Administration (OSHA) implemented a new requirement that certain employers must submit injury and illness data electronically using OSHA’s new Injury Tracking Application (ITA). Enforcement is set to begin Dec. 1, 2017.

**At this time, the requirement does not apply to Washington employers.** That is because Washington State has not yet adopted the new electronic reporting requirement. If you are an employer in the state of Washington, you do not have to provide this information to OSHA until Washington adopts the same requirement in our state.

Rulemaking activity is underway to adopt the electronic reporting requirement in Washington State in 2018.

In the meantime, continue to keep your OSHA 300 Log as before.

-Washington State Department of Labor & Industries

**Are you Prepared for an Emergency?**

Natural and human-made disasters can strike at any time, regardless of where you live. Consider how your business would be impacted by an earthquake, flood, fire, or pandemic illness. How would your employees be impacted? Do you have a plan in place to protect yourself and your people?

Whether you face a natural or human-made disaster, try to stay informed through radio, TV, or the internet if they are still available. In some situations, communication services may be down. Consider following these precautions that can be helpful in many circumstances:

* Ensure your workplace has a written emergency action plan that includes how you will communicate with your staff and address critical operations. Train to the plan.
* Encourage employees to have an established family communication plan in place; all members of the family should review and practice the plan.
* Consider providing shelter-in-place equipment at your workplace in the event that staff can not immediately leave the workplace during a disaster.
* Recommend that employees keep their own emergency kit in their vehicles and 2 weeks’ worth of food and water at home for each home member.
* Ensure that all important documents are kept in a fire-proof safe or safety deposit box. Back up what is possible.
* Know how to shut off utilities.
* Take part in a First Aid training or your community’s C.E.R.T. program.

For more information on steps your business can take to prepare for a disaster, join Archbright December 21st at 2:15 for our Emergency Preparedness

Safety Webinar. Be prepared. For more information or if you have questions, please contact Archbright at 206.329.1120, 509.381.1635, or email [safety@archbright.com](mailto:safety@archbright.com).

**Monthly Safety Webinar December 2017**

Emergency Preparedness

Thursday, December 21, 2017

2:15 p.m.

Is your company prepared for emergencies?

Would workers know how to respond in an emergency? How would you provide basic services in the immediate aftermath of a disaster? Join our staff for details on preparedness plans you need in place to lessen a disaster’s aftermath, speed up the recovery process, and assure your employees’ safety.

Topics include:

* Emergency Vs. Disaster
* Establishing a team
* Creating an Emergency Action Plan (EAP)
* Vulnerability assessment
* Emergency response
* Training and documentation

This monthly webinar is complimentary for all members of our Workers’ Compensation and Retrospective Rating Programs. Attendees will receive an email approximately one week

before the webinar with participation and login information. For questions or more information on our webinar training, please contact safety@ archbright.com.

The webinar is also available to members not enrolled in our Workers’ Compensation or Retrospective Rating Programs for a registration fee. Please visit Archbright.com or contact info@archbright.com for more information.

*Safety is a State of Mind. Accidents are an Absence of Mind.*

**Did You Know?**

* 15-40% of businesses fail following a natural or humanmade disaster.
* 51% of Americans have experienced at least one emergency situation where they lost utilities for at least 3 days, had to evacuate and could not return home, could not communicate with family members or had to provide first aid to others.
* Only 2 in 10 Americans feel prepared for a catastrophic event.
* Close to 60% of Americans are wholly unprepared for a disaster of any kind.
* 54% of Americans don’t prepare because they believe a disaster will not affect them.

**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.

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We welcome your comments and suggestions.

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