**Archbright™**

**Insights Newsletter**

**December 2018**

**Introducing Virtual Leadworker Effectiveness**

We are pleased to announce we now offer our popular **Leadworker Effectiveness** as a virtual course—designed for those who want an interactive, instructor-led session without the time and expense of travel.

In **Leadworker Effectiveness**, Leads learn skills they will use daily—managing their changing relationships with co-workers, establishing open communication, clearly setting expectations and giving feedback to improve performance.

For participants who cannot spend a full-day away from work for training, the virtual format is ideal. Leadworker Effectiveness consists of 5 one-hour modules delivered over the course of a work week. They cover how to:

* Manage relationships with team members for increased teamwork and productivity (Day 1)
* Use active listening techniques to increase information sharing across the team (Day 2)
* Effectively set performance expectations with employees (Day 3)
* Acknowledge high performers with a three-step feedback model (Day 4)
* Improve substandard performance using a five-step feedback model (Day 5)

The instructor uses a combination of presentation, discussion, video, and break- out sessions to keep the participants engaged and learning throughout the class. (Participants will need to join the class on a computer, but a video camera is not required.)

We have several sessions planned for Q1, including:

* January 7 – January 11 | 8am to 9am, daily
* March 25 – March 29 | 8am to 9am, daily
* January 7 – January 11 | 2pm to 3pm, daily
* March 25 – March 29 | 2pm to 3pm, daily

**Registration is now open on Archbright.com, reserve your spot today!**

**Archbright’s New Mobile App**

I am so very, very excited to announce that we will be releasing our very first Archbright Mobile App in

January 2019! At Archbright, we are always looking at ways to enhance your member experience! And this new tool for members is going to do just that!

Let me tell you a little about how we designed the app. First, we assembled a team of subject matter experts from within Archbright (someone from every department and service line we offer). They brainstormed all the ways we might complement our current services with a mobile app. Then, we surveyed YOU, our members, to see what you would

like in an app. (Thank you by the way to all those that participated in that survey!) From there, we narrowed down 5 key functions to focus on in our first launch: 1) Browse our course calendar; 2) Register for/bookmark/ share classes or free events; 3) Browse/bookmark/ share our HR Toolkit of hundreds of policies/legal keynotes/templates; 4) Schedule time with your HR Advisor on the HR Hotline; and 5) Receive notifications on your phone when key laws are announced; Toolkit documents are added; etc. Plus, we added some bonus features like being able to call/contact your Account Executive or Hotline through the App.

We’re excited about how this app will make your lives easier to access the key functions at Archbright and look forward to sharing more with you next quarter.

In the meantime, we are looking for BETA testers of the app. If you are willing to install the app, use it for a while and provide us feedback before we launch to the greater membership, please do email me at skavanaugh@archbright.com!

**Spokane CoffeeTalk: Culture Club – Managing Accountability & Building Trust in the Workplace**

Join us on January 16 for this FREE CoffeeTalk!

Explore how managing accountability builds trust and increases organizational performance.

Accountability is a key ingredient to success, and yet leaders everywhere know how hard it is to establish. As Simon Sinek says, “Leadership is about integrity, honesty, and accountability. All components of trust.”

Archbright’s Krisann Hatch will share how the four elements of accountability (clear expectations, setting specific dates and times for deadlines, having clear task ownership, and sharing goals with others) can redefine accountability from punitive to positive inside your culture. She will also share the key ingredients to building trust, sustaining trust, and repairing trust when it’s broken.

Join us as we examine this method of managing accountability, building trust, and improving performance.

When: January 16 | 9:00 am to 10:30 am (8:30 Check-in Begins; 9:00 am Program)

Where: Spokane, WA

Cost: FREE | a continental breakfast will be served

**aPHR Certification Exam Preparatory Courses**

If you are just beginning your HR journey, the Associate Professional in Human Resources (aPHR) is the perfect certification to help fast-track your career growth. And Archbright can help!

The aPHR is the first-ever HR certification designed for professionals at the start of their career and demonstrates foundational knowledge of Human Resources. But first, you must pass the exam!

Archbright is pleased to offer a 6-week aPHR certification exam prep course that covers the six functional areas of the exam:

* HR Operations
* Employee Relations
* Recruitment and Selection
* Compensation and Benefits
* Human Resource Development and Retention
* Health, Safety, and Security

Certification is a career-long commitment that demonstrates dedication, credibility, and a mastery of the principles of human resources to your employers, clients, staff members, and professional peers around the globe. Certification attests to the investment you have made in your HR career and holds a recognized place in the profession.

Classes occur at 7:30am to 10:30am on Thursday mornings. Register today for the next session that starts February 7th!

**After a Year of #MeToo, What’s New?**

The MeToo movement began a little over a year ago and inspired wise employers to dust off their outdated harassment policies and training programs, which had remained stagnant and ineffective (at least as evidenced by the nonstop MeToo news coverage) for too long.

The Washington State legislature joined the movement by tasking the Human Rights Commission with developing best practices recommendations, including a model sexual harassment policy. The Commission impaneled a workgroup with stakeholders representing business, labor, and others, who met several times this summer. The Commission published its draft recommendations in November.

Based on the Commission’s draft recommendations, what does your updated policy need to do?

* Prohibit harassment based on all protected classes – not just sex.
* Specify that the policy applies equally to third parties, including contractors, customers, and vendors – not just employees.
* Prohibit all harassment – not just that which rises to the level of unlawful.
* Commit to investigate all complaints promptly and thoroughly.
* Prohibit all forms of retaliation – not just tangible forms such as termination or demotion – against individuals who complain or participate in an investigation.
* Specify that the policy applies to all employee interactions – not just those that occur during work hours or at work locations.
* Require managers and supervisors to report all harassment that they observe or hear about – even if the complainant requests that no action be taken.
* Identify at least two high-level managers or executives who are responsible and trained for receipt of harassment complaints.

Additionally, it is important that employers provide interactive training on their updated policy. Do not just bury it in a rarely read handbook!

The Commission is currently reviewing stakeholder comments regarding its draft recommendations and is expected to publish final recommendations soon. Members with access to Archbright’s HR Toolkit can find sample policies that include all of these new best practices.

Source: Erin Jacobson, Attorney

**HR FAQ**

**Question:** We are holding our Holiday party this month. We do not provide alcohol with the meal however there is a bar in the restaurant where we allow employees to purchase their own drinks and consume them at our event. Are we still liable for accidents or injuries even if we are not providing the alcohol?

**Answer:** Employers often hold holiday parties as a thank you for the year’s work as well as to encourage employee engagement and increase morale. If an employer provides alcohol at the party, there is a possibility that the employer could end up liable for injuries or damages caused by an inebriated employee. Further, allowing employees to purchase and bring alcoholic drinks to a work-sponsored event could also result in your organization bearing some liability. Litigation is expensive and even if you were to prove you did not bear any liability, it could cost you thousands of dollars to do so.

If you would like to serve alcohol, be prepared! Limit the number of drinks someone can consume by using drink tickets or similar methods (and specifically prohibit employees from giving unused tickets to colleagues).

Arrange a cab service, bus, van, or ride-sharing, and require employees to use it if attending the party – the expense is good insurance. If the expense to provide transportation to and from the event is prohibitive, make sure that employees are aware that you may send them home in an Uber or a cab if you feel the need. Lastly, serve food to counteract the effects of alcohol, offer choices of non-alcoholic drinks, and consider asking some managers not to consume alcohol and watch for any issues.

Holiday parties, particularly ones where alcohol is served, can also provide a setting for inappropriate behavior, sexual advances, and other conduct that is potentially actionable as sexual harassment. Reinforce your professional standards by reminding all employees that work rules still apply at the event and make sure that your managers are keeping their eyes and ears open to ensure a safe and professional environment.

**Holiday Gifts Can Keep Employees Motivated, But Most Companies Surveyed Don’t Offer Holiday Reward Programs**

Research from Hawk Incentives found holiday rewards can help motivate and engage the majority of employees surveyed, but many aren’t offered annual holiday gifts. While offering holiday rewards can be a simple solution to helping employees feel appreciated during a hectic time of year, the survey found that most employers do not offer them.

“Employee engagement matters. Holiday rewards are intended to thank employees for their contributions throughout the year and motivate them to continue working hard in the future,” said Theresa McEndree, vice president of marketing, Blackhawk Network. “Our research found that successful holiday reward programs do just that. Employees want to feel appreciated, and

offering annual rewards at the holidays gives them the recognition they deserve while maximizing engagement and overall potential.”

Key holiday program findings include:

* Less than half of employees receive holiday rewards. Forty- one percent of the employers surveyed that offer some type of rewards offer annual holiday employee gifts. Of employees surveyed that currently receive rewards, only 43 percent currently get holiday gifts, yet holiday employee gifts are one of the top three reward types employees surveyed want to receive.
* Employees surveyed prefer gift cards and a personalized experience. Of the employees surveyed that receive holiday rewards or employee gifts, physical gift cards are the most preferred reward. Employees surveyed also reported that their employers can increase the intrinsic value of the reward simply by making it more personal. Forty percent of employees responded that an in-person delivery from their supervisor or manager adds meaningful value to a reward.
* Holiday rewards motivate and make employees feel valued. Eighty-six percent of employees surveyed said receiving a holiday gift from their employer makes them feel valued— more than any other reward type. Additionally, 70 percent

of employees surveyed reported receiving a holiday gift from their employer makes them work harder. Finally, when a holiday reward or employee gift is received, 83 percent of employees surveyed said they are satisfied.

About the survey. The research findings were based on a survey of more than 1,400 American adults on their attitudes and preferences toward specific workplace reward programs and how these rewards keep them engaged at work.

Source: Hawk Incentives / CCH

**Survey Shows Ongoing Discussions, Real-Time Feedback More Effective Than Annual Performance Review**

A new survey of professionals by Korn Ferry shows that while significant amounts of time and energy are spent on annual performance reviews, they should not be relied upon as the key way to measure employee effectiveness.

The vast majority of professionals surveyed (87 percent) say they have an annual performance review with their boss, and nearly a third (29 percent) say they spend seven or more hours preparing for the review. However, nearly all (96 percent) say real-time feedback and ongoing performance discussions with their bosses are more effective than an annual review, and nearly half (46 percent) say that the goals they set in their reviews are no longer applicable a year later when they sit down to measure performance.

“Organizations realize that managing business performance is a very dynamic process, so having a once-per-year meeting that hopes to both evaluate and improve performance is a tall ask,” said Korn Ferry

Senior Client Partner Katie Lemaire. “It is still critical that employees receive regular feedback to understand how they can continually improve.” Nearly a third (30 percent) of respondents say annual reviews have no impact or a negative impact on their performance, and 43 percent say reviews had no impact or were unhelpful at helping them understand what to do more of or differently to improve future performance.

While respondents indicate they prefer ongoing feedback to annual reviews alone, they did offer some positive thoughts on portions of the annual review process. Ninety-two percent say 360 feedback from bosses, colleagues, direct reports and clients

is useful, with 48 percent saying 360 reviews are extremely useful.

More than two-thirds (68 percent) say they look forward to their annual reviews, and 71 percent say it is fair to base annual compensation increases on the result of the annual review.

“When approached effectively, an annual review can be a positive tool in helping increase performance, but it shouldn’t be the only way success is measured,” said Lemaire. “Regular feedback can help employees course correct in real time and can help them adjust as business needs change.”

Source: Korn Ferry / CCH

**Putting Your Brain to Work**

With advanced research technologies, we now know how to prime our brains for optimal functioning. The behavioral aspect of brain science gives us exciting clues for building innovative, collaborative, and open cultures where employees thrive and naturally engage.

**Two Brains**

In a sense, we have two brains, or perhaps more accurately, two systems in the brain. 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. Because this part of the brain evolved during a time when daily survival was our primary goal, it focuses on making sure we are safe. At the first whiff of danger, we are triggered to either fight, fly, or freeze. This reaction easily overpowers the deliberate system of the brain, causing our defenses to rise and is responsible for our tendency to react in less than optimal ways to perceived threats.

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 difficult problem or trying to invent the next disruptive organization, 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 the high level of concentration also 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 day dream.

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 thinking 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 gear. A simple judgmental comment can cause the brain to downshift and move to a defensive position. Just 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 overtime. Start by paying attention to your attention – when are you most focused? How can you create more of those times 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 big impact small changes can make!

**It’s Membership Renewal Time!**

As we approach the end of the year, you once again have the opportunity to change your membership level. All members have received an email with more information about next year’s levels. Once you have reviewed, you will need to inform us of any changes by December 1st. If you haven’t seen an email from us, please email Anna Muller at amuller@archbright.com and she will resend that to you.

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, 2019. 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!

**Safety Committees**

Measuring safety performance can be a difficult task. Should it be measured by a finite amount of injuries? The severity of those injuries? Employee engagement and overall safety culture? This is not an exact science by any means. Some organizations get lucky when it comes to safety performance. However, one constant when reviewing companies with consistently good safety performance is their ability to engage employees and include them as a part of the organization’s safety improvement process.

One requirement for any organization that has ten or more employees, is forming a Safety Committee. This must be made up of employee- elected and employer-selected members; with the number of employee- elected members equaling or exceeding the number of employer- selected members. The term of employee-elected members must be a maximum of one year, with no cap on the amount of terms they can serve.

Once a Safety Committee has been established, what should they be covering during their meetings:

• Review safety and health inspections to assist in correcting the hazards.

• Evaluate the accident investigations conducted since the last meeting to determine if the hazards have been corrected.

• Evaluate their workplace accident and illness prevention program to discuss ways for improvement.

As with most requirements by Labor and Industries, recordkeeping is a must. If it isn’t being documented, then it is all hearsay in the eyes of the state. You must document the attendance of the meeting(s), and what was covered during each meeting. Ensure that you preserve these records for at least a year.

Why is employee involvement so crucial in creating a good safety culture? For one, employees are the ones tasked with doing the work on a daily basis and have a better understanding of where the hazards exist. They also are not necessarily focused strictly on an organization’s bottom line regarding production. On top of that, they see how other employees operate daily and can point out any shortcoming’s others may have in safety procedures.

When measuring if your Safety Committee meetings are providing value to the organization, consider the following:

* Is there open communication and do employees feel like their opinions are valued?
* Are there concerns being taken into account?
* Are the hazards being remedied when brought to the table?

Look for ways to recognize or incentivize being a part of the committee.

One good option is providing attire for committee members; to make them stand out as they are going above and beyond for your organization. Workers that feel recognized are much more likely to participate and produce in every aspect of your business. Employees are your greatest asset. Don’t be afraid to use their knowledge and experience to accelerate improving your organization’s safety culture.

Please join us Thursday, December 20th during our monthly Safety Webinar to learn more about Safety Committees. For questions or more information, please contact your Safety & Loss Control Consultant at 206.329.1120, 509.381.1635, or email safety@archbright.com.

**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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