**Archbright™**

**Insights Newsletter**

**March 2018**

**Announcing Archbright University Symposium 2018**

Archbright is pleased to announce our annual Archbright University Symposium taking place on March 21st, 9 am to Noon, at the Museum of Flight, Seattle. Archbright University helps organizations achieve their learning goals through the corporate university format – a proven way to increase your company’s commitment to employee learning and professional development.

At the symposium, our instructors will present a sampling from some of our most popular courses. Not only will participants experience the curriculum firsthand, they will also have a chance to win a free seat in an upcoming session of each featured course!

This year’s presentations include:

* Workplace Harassment Awareness | Presented by Susan Brandt, Senior Consultant, Organization Development
* Emotional Intelligence at Work | Presented by Tom Norwood, Senior Consultant, Archbright University
* Discipline and Documentation | Presented by Rita Carson, Senior Consultant, Archbright University
* Communicating with Impact | Presented by Deenie Esquibel, Director of Archbright University
* Management Academy | Presented by Holly Eckert-Lewis, Senior Consultant,

Special Offer: After each presentation, we will raffle off one seat for the featured course.

When: Wednesday, March 21 | 9 am to Noon | Check in will begin at 8:30. Come early, get your coffee, and grab your seat!

Where: Museum of Flight, View Lounge

Cost: FREE

Register Today! Seats are limited. We welcome a maximum of 2 attendees per organization.

**Creating a culture of ACCOUNTABILITY**

High performing cultures have a strong sense of accountability. This includes accountability to each other, to the organization, to the customer, and to the community. But CEOs sometimes struggle with how to build a culture of accountability. I think that’s largely because accountability means something different to different people. For some, it is a gotcha, blame game that can deteriorate trust and destroy teamwork. For others it is exclusively an individual responsibility—people either own their stuff, or

they don’t.

But really, a culture of accountability is a team sport and it involves:

• establishing clear expectations;

• setting specific dates and times for deadlines;

• gaining commitment of ownership;

• checking in on progress; and

• renegotiating when necessary

When leadership stops looking at accountability as a punitive state, true workplace performance and a culture of accountability can be realized.

Archbright helps its members with building accountable cultures through a class called Crucial Accountability. We send trainers onsite to train full teams, or have open enrollment at our location. Our next public class is on 3/27 and 3/28! Register today at archbright.com!

**CoffeeTalk: What’s New in Employment Law in 2018**

Each year brings many changes in laws, regulations, and court interpretations affecting employers. In 2018, the pendulum for legal protections will swing toward more employer-friendly protections

at the federal level, but at the state level, employee protections will continue to expand.

In this CoffeeTalk, Archbright’s Vice President of Labor & Employment Services Kellis Borek will inform attendees of new legislation and case law impacting employers – including the following:

• Employment law trends related to the new presidential administration

• #METOO. Are you ready?

• Supreme Court employment law decisions

• State and federal anti-discrimination protections

• EEOC and DOL priorities and enforcement guidance

• ADA case law impacting precedent

• Washington State Sick Leave and Paid Family Leave

• 2018 NLRB actions affecting union and non- union employers

We are offering this CoffeeTalk in Bellingham on April 4, 8:30 – 10:30 am at the Squalicum Boathouse, and in Seattle on April 11 for both a morning and an afternoon session at Archbright’s Georgetown location.

Register today! Seats are limited.

We welcome a maximum of 2 attendees per organization.

**The Next Management Academy Session Starts April 10th**

The Management Academy is a 6-week cohort learning program designed to develop effective workplace leaders and powered by Development Dimensions International.

The Management Academy may be right for you if:

• You lead a team

• You are experienced and comfortable with the basic management skills of feedback, coaching, and delegation

• You can commit to the follow-up assignments, prep work, and peer coaching calls (1-2 hours between each class)

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 (Georgetown) March 27 and 28

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.

**Americans Believe Technology Made Job Application Easier, But Find it Too Impersonal**

About seven in 10 Americans (69 percent) believe that the job search today is too impersonal, according to the results of the latest American Staffing Association Workforce Monitor® survey of more than 2,100 U.S. adults conducted online by The Harris Poll. And eight in 10 (80 percent) say that applying for a job feels like sending their résumé or job application into a “black box.”

Nevertheless, Americans do consider less-personal resources to be valuable when looking for work. Eight in 10 (83 percent) believe that technology has made finding a job easier.

However, a majority says that emerging technologies (e.g., big data mining of résumés and job-on-demand apps) actually make it more difficult to land a job (59 percent), and that the Internet is not “all I need” to find a job (59 percent). In fact, even in this age of technology, 85 percent of U.S. adults think that personal contacts are more helpful than the Internet in finding a job.

Approximately seven in 10 U.S. adults cite in-person or face-to-face contact (72 percent), phone calls (72 percent), and email (71 percent) as acceptable ways to initially contact them regarding job opportunities. Only about one in four (24 percent) say text messages would be welcome.

“When recruiting talent, ‘high touch’ still wins the day,” said Richard Wahlquist, ASA president and chief executive officer. “Businesses that rely too heavily on a ‘high tech’ but largely ‘faceless’ process are sending the wrong messages to job seekers looking for connections with companies that value their employees.”

Source: American Staffing Association/CCH

**Report Explains What Employers Need to Know About Office Romance**

For many, the office is where people tend to meet their spouses or significant others, says a new XpertHR report on workplace romance. However, legitimate business concerns can arise because of the potential negative effects of workplace relationships. This is especially true at time when claims of harassment and inappropriate conduct have taken center stage and victims continue to come forward with allegations of unlawful and unprofessional behavior in almost every industry.

According to a survey conducted by Vault, about 57 percent of those surveyed have been involved in a workplace romance. “People spend a lot of time with each other at work, they share much in common with their co-workers,

and romance commonly blooms,” says Beth Zoller, Legal Editor, XpertHR. “However, permitting employees who are romantically involved to work together opens an employer up to the risk of

a lawsuit.”

From claims of harassment and unfair treatment to inappropriate conduct and workplace touching, workplace romances can lead to risky and unprofessional behavior. The recent spike in sexual harassment claims have cast a spotlight on harassment and brought renewed interest and scrutiny to already-complicated workplace relationships. It is critical for employers and HR to know how to properly manage and monitor such relationships.

Some workplaces completely ban romantic relationships in the workplace. More commonly, employers establish policies placing certain restrictions on dating, particularly between those who have reporting relationships.

From a practical standpoint, employers should not attempt to ban romance in the workplace, says XpertHR. However, from an HR standpoint, strategic issues related to employee morale and productivity, retention, as well as the potential for harassment claims may arise. Having policies that address romantic workplace relations can be a very good idea from a compliance and risk management standpoint.

HR leaders are in a key position to help their employers develop an appropriate strategy, and related policies, documentation and training, to effectively navigate the sensitive issue of workplace romances. Simply having a policy regarding dating and personal relationships not enough. Ongoing communication and training is important to ensure that managers and staff understand the company’s philosophy, policies and practices related to romantic relationships in the workplace. Employees need to know what is considered acceptable and unacceptable workplace conduct and how to remain professional at work.

XpertHR recommends that employers:

* Have a dating and personal relationships policy as well as strong EEO policies addressing discrimination, harassment and retaliation;
* Closely monitor romantic relationships that already exist;
* Apply policies consistently;
* Communicate regularly;
* Reduce social media risks; and
* Consider using a love contract.

Whether or not an organization decides to implement a policy specifically addressing dating between co-workers, harassment policies can help to address some of the concerns that these types of relationships may lead to.

Source: XpertHR/CCH

**How will the Department of Labor & Industries Enforce Compliance with the New Washington Paid Sick Leave Law?**

Employers who still are not in compliance with Washington’s new Paid Sick Leave law, which went into effect on January 1, 2018, could be committing wage payment violations. These are serious violations that could subject the employer to compliance orders in addition to significant monetary penalties, as follows:

1. If the Department of Labor & Industries finds that the employer did not properly provide paid sick leave in compliance with the new law, it may order the employer to:

1. Provide employees full access to the balance of paid sick leave hours that should have been provided by the employer;
2. Pay employees the normal hourly rate for each hour of paid sick leave that they would have used had the hours been available; and/or
3. Not cap employees’ carryover of paid sick leave into the year following the finding of noncompliance.

2. If the Department of Labor & Industries finds that the employer retaliated against an employee for exercising the right to use paid sick leave, the Department may order the employer to:

1. Pay the employee the earnings that were not received because of the employer’s retaliation, including interest of one percent per month;
2. Reinstate the employee to the same (or equivalent) position that the employee held when the retaliation occurred;
3. Cease using an attendance policy that may result in employee discipline for using paid sick leave; and/or
4. Pay a civil penalty of up to $20,000 for a first violation, and up to $40,000 for each repeated violation.

Archbright is here to help you avoid these penalties. Gold and Silver members may access our website for updated and compliant samples of our Sick Leave Policy, 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.

Source: Erin Jacobson, Attorney at Archbright

**HR FAQ**

**Question:** March Madness and the Final Four are just around the corner and employee “pools” and other similar events are often planned in the workplace. Since it is all in fun, is there any harm in letting these continue?

**Answer:** Office betting pools and “fantasy” games are often viewed as a way to cheer on local teams and foster fun, team spirit, and camaraderie. In fact, the Vault Office Betting Survey estimates that 70% of employees have participated in a betting pool in the workplace—most commonly related to March Madness at 69%. Participating in NCAA bracket pools is somewhat of a national pastime with no shortage of workplace pools for cash prizes and other awards.

However, this fun and team spirit comes with a risk. Spending time on such activities can result in lost productivity and missed deadlines – not to mention employee disagreements and disgruntled losers. In addition, workplace betting could expose a company to legal liability. Gambling is prohibited by three federal laws—the Professional and Amateur Sports Protection Act of 1992, the Interstate Wire Act of 1961, and the Unlawful Internet Gambling Act of 2006—which outlaw betting on professional or amateur sports (with a few state exceptions) and using the Internet for interstate wagers and unlawful gambling. Some states and local cities and counties also have additional ordinances that prohibit workplace gambling.

While it is unlikely that a place of employment will be investigated for workplace gambling, employers must decide whether they want to incur these risks. And if you choose to prohibit gambling in the workplace, make sure to enforce your policy.

Allowing gambling at work — by virtue of not having a policy, not enforcing a policy, promoting gambling, or just ignoring it — leaves an organization open to hits from all sides. Therefore, if gambling at work isn’t banned altogether, it should be approached cautiously and thoughtfully.

**Planning Your 2018 Survey Participation**

Archbright’s family of compensation, benefits, and prevailing trends surveys are critical workforce planning tools for employers throughout the Pacific Northwest region. We are uniquely positioned in the market to gather data from small and medium sized employers. These employers come from core regional industries including goods producers, manufacturing, engineering, government, utilities, business service providers, retail, and non-profits.

Our three surveys assist employers in the Pacific Northwest in making compensation, benefits, and HR related practice and policy decisions on a daily basis. All Archbright members that participate receive a free copy of the survey report!

* The annual Wage & Compensation Survey is frequently utilized to help create, modify and evaluate an organization’s compensation plans. Participation opens in late March. The survey report will be published in June this year.
* The Benefits & Trends Pulse Survey is provided to assist organizations in evaluating and defining employee benefit offerings and general HR practices, procedures, and policies. Participation opens in July. The survey report will be published in September.
* Last year we launched our first Executive Compensation Survey. It collects total cash compensation data as well as valuable information on Executive incentive, benefits, and perquisites plans. Participation opens in September. The survey report will be published in November.

Participation in our surveys is open to all Archbright members as well as any non-member organization. The published survey reports are available to both participants and non-participants. Participating members receive a free copy of the survey report and a fee is charged to participating non-members. The reports are also available for purchase by non- participants. Please view pricing and other details on Archbright.com for more information.

**Webinar - Workplace Violence Prevention and Intervention | April 11**

Archbright is proud to partner with our sister association the California Employer’s Association to present “Workplace Violence Prevention and Intervention” — a webinar that will identify the behaviors which are most likely to escalate to violence and what employers can do to reduce the number and severity of incidents of violence.

Incidents of workplace violence, on the part of customers, employees, and visitors, are on the rise. The reports of violence in the workplace are so frequent that many are left believing that violence is inevitable. Employers do not have to be passive about aggression at work.

This presentation will identify the behaviors which are most likely to escalate to violence and what employers can do to reduce the number and severity of incidents of violence. It will also address the 5 most important elements of a complete violence prevention initiative.

Speaker: Dennis A. Davis, PH.D, M.A. and B.A. in psychology - Dr. Davis is a nationally recognized expert in the areas of Violence in the Workplace, Professional Interaction, Conflict Resolution, Sexual Harassment, and Cultural Diversity.

Register today at Archbright.com!

**Hazard Communication Program**

Hazard communication (sometimes known as HAZCOM) informs employees of hazardous materials in the workplace. The hazardous properties of the chemicals are communicated with container labels, Safety Data Sheets and employee training. The Hazard Communication Plan provides detailed safety guidelines and instructions for the receipt, use, and storage of chemicals at our facilities by employees and contractors.

The Hazard Communication Written Plan outlines:

• Responsible Individuals

• Location

• Training Requirements

• Contractor Requirements

• Non-Routine Tasks

• Chemical Inventories

• Container Labeling

• Safety Data Sheets (SDSs)

Chemicals pose a wide range of health hazards such as irritation, sensitization, and carcinogenicity. There can also be physical hazards such as flammability, corrosion, and reactivity. Your company’s HAZCOM program is designed to ensure that you are made aware of information regarding these hazards, and protective measures to take when dealing with them. This is accomplished by requiring chemical manufacturers and importers to evaluate the hazards of the chemicals they produce or import, and to provide information about them through labels on shipped containers and more detailed information sheets called Safety Data Sheets (SDSs).

All employers with hazardous chemicals in their workplaces must prepare and implement a written hazard communication program, and must ensure that all containers are labeled, employees are provided access to SDSs, and an effective training program is conducted for all potentially exposed employees.

For more information, please join us for this month’s webinar on Hazard Communication at 2:15pm on Thursday, March 15, 2018. For questions or more information on our webinar training, please contact safety@ archbright.com or visit Archbright.com.

**Monthly Safety Webinar**

Hazard Communication Program

Thursday, March 15

2:15 p.m.

Employees who are not aware of, or don’t understand hazardous chemicals in the workplace are at a higher risk for exposure to toxic chemicals and subsequent injury. Hazard communication is the practice of identifying and training to the chemicals and materials in your workplace that have the potential to cause harm to your employees. This webinar will review the components of a successful Hazard Communication Program.

Topics include:

* What is Required
* Chemical Inventory
* Container Labeling
* Safety Data Sheets (SDS)
* Globally Harmonized System (GHS)
* Training

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.

A good safety record does not come by accident.

Did You Know?

The Globally Harmonized System (GHS) is an international approach to hazard communication, providing agreed criteria for classification of chemical hazards, and a standardized approach to label elements and Safety Data Sheets. The GHS was negotiated in a multi-year process by hazard communication experts from many different countries, international organizations, and stakeholder groups. It is based on major existing systems around the world, including OSHA’s Hazard Communication Standard and the chemical classification and labeling systems of other US agencies.

The result of this negotiation process is the United Nations’ document entitled “Globally Harmonized System of Classification and Labeling of Chemicals”. This document provides harmonized classification criteria for health, physical, and environmental hazards of chemicals. It also includes standardized label elements that are assigned to these hazard classes and categories, and provide the appropriate signal words, pictograms, and hazard and precautionary statements to convey the hazards to users.

-OSHA

**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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