**Archbright™**

**Insights Newsletter**

**April 2017**

**Onsite Employee Training with Archbright**

Did you know the Archbright University team can customize courses and deliver them onsite at your organization? Ideal for large groups or for topics specific to your company or culture, these sessions are held at a time and place convenient for your team.

Here are some of the courses that members like you are bringing onsite:

* Supervisory Skills dramatically boosts your supervisors’ effectiveness through the use of consistent models for everyday supervision activities. The secret to its success? Structured activities where participants actively practice their new skills. Course length: 21 hours (3 days)
* Emotional Intelligence at Work covers the ability to identify and effectively manage emotions in ourselves and with others. Developing emotional intelligence increases our capacity to make good decisions, deal with change, build relationships and manage stress. Emotional Intelligence for Leaders is also available onsite.

Course length: 7 hours (1 day)

* Building Interpersonal Awareness with DiSC® develops an awareness of your unique behaviors and the behaviors of those you work with to increase your effectiveness and reduce tension. Prior to attending the course, participants will take the online Everything DiSC® Workplace Profile.

Course length: 3.5 hours

To maximize the benefits of group learning within your workplace, please contact your Account Executive at 206.329.1120 or 509.381.1635 for more information about our onsite courses.

**CEO Corner, by Shannon Kavanaugh**

When the job market is a sellers-market!

In January of this year, The Seattle Times reported some good news for Washington State job hunters…the market is hot. But you likely already know/feel this. Here are some facts:

* Washington state showed 2.9% growth in job numbers in 2016
* Professional and business services jobs are expected to grow by 3% in King County this year
* Jobs in computer and mathematical occupations in King County will grow 3.5%, with 4,600 new jobs being added
* Retail jobs statewide are projected to grow 2.8%, and jobs in leisure and hospitality are expected to grow 2%

And other markets are somewhat flat:

* Manufacturing jobs will see a decline of 0.75%, and architecture and engineering occupations will be essentially stagnant

With all that job growth, and even with some stagnant industries, we are seeing a ‘sellers-market’ in that job hunters have the upper hand. We are expecting job growth for 2017 to be less than 2016, but still growing at 1.9%! And these statistics are not just numbers.

Archbright members are seeing this challenge every day, as one of our fastest growing services utilized by members is Archbright Recruit!

So, we are wishing you all happy hunting…it’s a jungle out there. And please let us know if Archbright can help!

**Making Better Decisions About Pay**

What to pay is a question asked by organizational leaders almost every day. Because compensation has a significant impact on the bottom line, there are times when an organization should consider gathering market driven data to assist them in making these important and timely pay decisions:

**Recruiting for an open position.**

When an employee leaves or you open an all-new position, this is a great time to find out what the market is paying for that role. If you have received qualified candidates but no one is accepting your offer, it may be your pay for the position is too low compared to offers from other organizations.

**Annual pay adjustment time.**

At a minimum, it is best to gather pay data annually for your top 5 most challenging positions. Consider positions that are hard to fill, that you would have no idea what to do if the employee left that position tomorrow, or those where an employee has been in the same job for a long time.

**Culture or morale challenges.**

If you hear “I am not sure if I am paid fairly” or worse “I am not paid fairly,” pay data can help. Obtaining market driven data on positions through a consistent process often helps employees feel confident that organizational leaders value employees and want to pay fairly and competitively.

Fortunately, there are many tools available to help leaders make pay decisions. When evaluating market data, it is important to have a general understanding of the following:

**The source of the data.** Was it an individual or an organization? Are you more confident with individuals providing their own information or an organization providing it to a third-party survey organization?

**The number of organizations and incumbents represented by the data.** Is there 1 organization that gave data for 100 employees or are there 5 organizations each providing information on 20 employees? Remember, you are trying to understand what is going on in the market rather than within a single organization.

**How the data is reported**. Make sure you look at all the data provided, as many surveys will offer various “cuts” of the data. You may find cuts of the data based on organizational size or revenue size.

How the range of data is reported. Data will often be reported for average, median, and percentiles such as 25th and 75th percentile. This is important as you compare your job and the employees in that job to the reported data. Don’t expect it to match perfectly and the range will help you peg the best rate.

Having market driven data assists organizational leaders in making pay decisions with more confidence and consistency. Archbright can help. Reach out to your Account Executive about our Market Price Report available on a per job basis.

**Source:** Whittney Dideon, PHR, CPP, Director HR Systems & Services

**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. The good news is that supervisors can dramatically boost their effectiveness through training and practice on everyday supervision activities, such as:

• Communication

• Feedback

• Coaching

• Delegation

• Documentation and Discipline

• Teamwork

“I wish I had this course 29 years ago, when I started supervising! It would have saved countless hours of frustration and wasted time.” –class participant

Seattle | April 12, 13, 14

Kent | April 17, 24, May 1

Seattle | May 4, 11, 18

Kent | May 22, 23, 24

Spokane | June 6, 7, 8 Register Today!

Join Us for the Archbright University Symposium

Spend your morning with us. Mingle with other HR professionals! Meet the Archbright team. This year’s presentations include:

* Supervisory Skills | Presented by Rita Carson, Sr. Learning & Development Consultant
* Emotional Intelligence at Work | Presented by Rose Singer, Sr. Learning & Organization Development Consultant
* Management Academy Sampling | Presented by Krisann Hatch, Regional Director, Eastern Washington & Idaho
* Crucial Conversations® & Crucial Accountability® Presented by Holly Eckert-Lewis, Sr. Learning & Development Consultant
* Hiring Winners | Presented by Diane Moore, Sr. Learning & Development Consultant
* Workplace Harassment & Investigations | Presented by Kara Craig, Staff Attorney

When: Wednesday, April 19 | 9 am to 11:30 am | Check in will begin at 8:30. Come early, grab your seat, and get your coffee!

Where: Museum of Flight, View Lounge

Cost: FREE

Register now at Archbright.com!

**Health Benefits Seen as Tool to Improve Employee Morale, Survey Finds**

As the health care industry undergoes significant changes, more than two-thirds of employers are relying on health benefits packages to improve employee morale and satisfaction within the workplace, according to findings from the Healthcare Trends Institute’s fourth annual Benefits Benchmark Survey, which provides employers insights into how their peers are adopting new health care benefits options.

According to the survey, the majority of employers and HR executives view health benefits offerings as key tools to attract and retain employees. When asked which of the following were important outcomes of the health benefits offering, three-quarters of respondents answered that retaining and attracting quality employees were important outcomes. The majority of respondents also said that improving employee morale and satisfaction (68 percent) and improving employee health (67 percent) were key considerations.

Further, when asked to rank on a scale of one to 10 how strongly they agreed with the statement “the quality of a benefits package impacts the reputation of my company”—with 10 being “strongly agree”—67 percent selected seven or higher, with nearly a quarter citing “strongly agree.”

“Employers are faced with daily challenges to keep employees healthy and engaged at work,” said Tiffany Wirth, executive director, Healthcare Trends Institute. “As the market continues to move in a direction of consumerism and consolidation, it is important to track how offerings have evolved as well as the perspectives of HR and benefits administrators on the types of plans that are most effective in meeting employees’ demands.”

Employers seek more choices at better costs. In terms of current offerings, the survey found:

* Seventy percent of respondents said their company currently offers preferred provider organizations (up from 60 percent in 2015);
* Sixty-seven percent offer flexible spending accounts (FSA) (up from 59 percent in 2015);
* Fifty-nine percent offer health savings accounts (HSA) (up from 52 percent in 2015); and
* Fifty-three percent offer high deductible health plans (up from 39 percent in 2015).

The growth in these types of plans and consumer spending accounts is indicative of the market shifting to consumer- driven healthcare and increased employee cost-sharing. Notably, more than half of employers responded that their employees are enrolled in an HSA, FSA or HRA.

Given the uncertainty of health care reform, some employers are making changes to their offerings. Approximately one in five survey respondents said they are increasing employee cost-sharing and employee engagement in healthcare decisions. Employers are also looking to enhance wellness and preventative health programs (18 percent). During the past two years, the approach to designing benefits has changed, with nearly one-third (29 percent) of respondents citing that they are now collaborating with outside organizations to find opportunities to reduce employee costs, and 27 percent responding that they are now offering healthy lifestyle and wellness incentives. Nearly one in five (16 percent) said they are working directly with providers to design health plans.

Source: Healthcare Trends Institute / CCH

**Seattle EEOC Office Launches New Online Inquiry and Appointment System**

Five EEOC offices—Charlotte, Chicago, New Orleans, Phoenix, and Seattle—have launched a new Online Inquiry and Appointment System. The system permits individuals to electronically submit initial inquiries and requests for intake interviews with the agency, the first step in the process for

filing a charge of discrimination. People living or working within 100 miles of the offices will be able to use the online system

to submit an inquiry and schedule an intake interview. The agency plans to evaluate the public’s experience with the new system in these five offices prior to a nationwide rollout later this fiscal year.

Announcing the new system, the EEOC pointed out that it receives about 200,000 inquiries each year through the mail, in person, and by phone. About 90,000 of those inquiries become formal charges of discrimination filed with the agency, making the charge-filing process the agency’s most common interaction with the public. The new online system is part of the EEOC’s ACT Digital initiative to improve service to the public, streamline the administrative process, and reduce the use of paper submissions and files.

Source: CCH

Form I-9 Guidance Handbook Updated

The Handbook for Employers was updated on 1/22/17. It is available at: https://www.uscis.gov/sites/default/files/files/ form/m-274.pdf

Contact our HR Advisors on the HR Hotline at 206.329.1120 or 509.381.1635 if you have any questions or need assistance completing Form I-9.

**HR FAQ**

Question: We gave an employee a loan when he was having a hard time financially during his divorce. He did sign a payroll deduction form so he could repay the loan over a one-year period.

However, he just gave notice only six months into the repayment year and does not have enough money to cover the loan with his final paycheck. What do we do now?

Answer: This is the classic reason why offering employee loans is a risky business. When employees start looking at their employers as a Bank, unpleasant situations often occur.

Employer loans to employees must be in writing, signed by the employee, and stating reasonable interest and payment terms. Repayment may occur during ongoing employment and at termination of employment (WAC 296-126-025; 028). Even though the employee has signed an agreement in which he has agreed to repay the loan in full should he leave employment prior to the completing the terms of the loan, it will be difficult to recoup the remaining balance if his last pay check is not sufficient. Typically, employees who need loans from employers do not represent the population who exhibit good money management. For the most part, they simply do not have the money to repay on demand.

If an employee won’t comply with a payment plan after termination, the employer’s recourse is to either take the employee to smalls claims court or write off the bad debt.

On another note, paying down employee loans is beginning to be used to attract talented prospective employees. For example,

PricewaterhouseCoopers offers $1,200 a year for six years to assist new and existing employees with reducing their student loan debt. It is quite a popular benefit with Millennials.

**Think About It! How Mindset Shapes Success**

Which of the following rings most true for you?

1. You are a certain kind of person, and there is not much than can be done to really change that.
2. No matter what kind of person you are, you can always change substantially.
3. You can do things differently, but the important parts of who you are can’t really be changed.
4. You can always change basic things about the kind of person you are.

If you answered 1 or 3, you may be holding a perspective that limits you and those around you. A subtle shift in your thinking could unlock productivity, creativity, and satisfaction. In her book, Mindset: The New Psychology of Success, Carol Dweck explains that statements 1 and 3 reflect a fixed mindset, while 2 and 4 reflect a growth mindset. Not only does mindset impact individuals, it colors the culture and performance of an organization.

For individuals, a fixed mindset results in playing it safe. Fixed mindsets lead to binary thinking: success or failure. Imagine leading an important work project that comes in late and over budget. A fixed mindset will have us blaming anyone and anything, and avoiding challenges like that in the future. If the project comes in on-time and under- budget, our proud satisfaction lasts only until the next big challenge.

A growth mindset, on the other hand, is fertile ground in which to cultivate our own learning and develop our skills. Consider again the late and over-budget project. With a growth mindset we reflect on our mistakes and develop strategies to manage challenging projects more effectively going forward. A growth mindset applied to the on-time and under-budget scenario means even success provides opportunities to learn. We still take time to reflect in order to make the next project even better. It’s a mindset of continuous personal and professional improvement.

Organizations foster growth or fixed mindsets as well. If the organizational leaders see themselves and others as essentially fixed—as intrinsically talented (or not), then the binary of success/failure is always looming. Individuals are only as valuable as their latest accomplishment. Risk is too risky. Dweck’s research shows this leads to cultures of blame, cover-up, and ultimately poor business outcomes.

An organization oriented to a growth mindset views talent as the starting point—the seeds of success that require a supportive environment to flourish and grow. Leaders demonstrate an openness to feedback, take a coaching approach with their direct reports, and hold a belief in their own and others’ potential for learning and change. Appropriate risk is encouraged. In these cultures, outcomes good and bad are reflected upon and learned from.

Good news! Even a fixed mindset doesn’t have to be fixed. By cultivating a growth mindset, we can further our own and others skills and abilities. Change requires new habits over time, but reflecting on our own thinking is the first place to start.

Source: Diane Moore, SPHR, Senior Learning & Development Consultant

**Save the Date for Spokane Symposium**

On May 3rd, Archbright will host our Spokane Workplace Performance Symposium. We hope you can join us as our experts cover the best practices, hot topics, and emerging trends that impact HR professionals every day.

More details to follow.

Space is limited; please register online at Archbright.com. When: May 3 | 9 AM to 11:30 AM

Where: The Lincoln Center, 1316 North Lincoln St., Spokane, WA 99201

**OSHA Electronic Injury Reporting Website Delayed**

In January 2017, the new Injury Reporting rule went into effect, requiring certain employers to electronically submit their onsite OSHA and Injury & Illness forms. OSHA intended to have a website live by February 2017 for the submission of the forms, with employers having until July 1, 2017 to submit their 300A form as part of a roll out plan. However, as of the writing of this article, OSHA’s API (Application Programming Interface) is not live and OSHA is not accepting electronic submissions.

This leads to many questions, including what employers should be doing now, and if the new rule will even be upheld with the recent administration changes. There have been several lawsuits filed against the OSHA Injury Reporting rule with the most recent being filed by the National Association of Home Builders (NAHB), the U.S. Chamber of Commerce, and many other groups in January 2017.

They claim that OSHA has no authority to issue the rule, saying that it violates the first and fifth amendments of the U.S. Constitution and that the rule is “arbitrary, capricious, and otherwise contrary to law”, according to Ed Brady, chair of the NAHB.

This is not the first legal challenge to the new Injury Reporting rule. The original implementation date for the rule was in August 2016 with anti-retaliation provisions being the first part of the rule to be rolled out. However, following a lawsuit filed in Texas, the date was eventually pushed back to December 1, 2016. This rule prohibits employers from discouraging workers from reporting an injury or illness. The final rule requires employers to inform employees of their right to report work-related injuries and illnesses free from retaliation, which can be satisfied by posting the already-required OSHA workplace poster. It clarifies the existing implicit requirement that an employer’s procedure for reporting work-related injuries and illnesses must be reasonable and not deter or discourage employees from reporting; and incorporates the existing statutory prohibition on retaliating against employees for reporting work-related injuries or illnesses.

For now, employers should be following the same recordkeeping requirements they have followed in year’s past. Most employers with more than 10 employees are required to keep a record of serious work-related injuries and illnesses. Employers then must maintain these records for at least five years and post the summary of the previous year’s injuries February 1 through April 30 in their workplace. At this time, employers should also be following the new anti-retaliation provisions mentioned above. As for the electronic submission, or if the rule will change again, it’s a game of wait and see.

Archbright will continue to monitor any changes or updates to the rule. For more information or assistance with OSHA 300 Injury reporting, please contact Archbright at 206.329.1120, 509.381.1635, or email safety@archbright.com.

**Monthly Webinar**

**Top Injury Trends**

**Thursday, April 20, 2017**

What’s Hurting Our People? Archbright partners with over 400 companies in the manufacturing sector which provides unique insight on varying types of injuries common to our industry.

Topics include:

* Top injury trends in Archbright’s Retro Program
* Using trends to target your safety efforts
* Eliminating the hazards: Can it be done?
* Prevention training
* Behavior Based Safety

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?**

Spring cleaning can help keep your employees safe and healthy.

Fewer Injuries - Having a safe place for everything, including office equipment, storage items, etc., reduces the likelihood that employees, vendors, and visitors will get hurt and file workers’ comp and health insurance and even liability claims.

Lower Absenteeism - Businesses lose 111 million workdays each year to the flu alone, according to the CDC. Marie Stegner, of Atlanta-based Maid Brigade, Inc., says “dirt, germs, dust buildup, and poor indoor air quality all contribute to colds, the flu, viruses, asthma, and allergic reactions.” So clean up those work surfaces, breakrooms, and bathrooms.

**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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