**Archbright™**

**Insights Newsletter**

**July 2017**

**The 2017 Wage & Compensation Survey Is Now Available**

Archbright is proud to produce one of the largest and most comprehensive wage and compensation surveys in our region. Our survey jobs are structured to reflect job families and career leveling with a unique job coding system that facilitates market pay analysis, strategy, and program development.

This year there are two options to choose from:

* The 2017 Wage & Compensation Survey Report is a comprehensive benchmark set of over 600 jobs covering the full spectrum of organizational functions and industries for 43,842 employees in 485 organizations. After purchasing this report, you will also receive special reports for non-profit and for-profit data.
* The 2017 Non-Profit Special Report represents a subset of data limited to wage and compensation information from 194 self-identified non-profit participants. This can be purchased separately from the full report.

Compensation elements covered include base salary, bonus, and commission eligibility and paid and total cash compensation. Data is also collected on salary budgets, turnover, and short-term incentive plan practices including bonus and commission payments.

Members who participated in the survey receive the report for free. Members who did not participate in the survey receive a discount on the survey based on their membership level.

To purchase this year’s report, visit the Surveys page at Archbright.com.

Questions about how the data was obtained and the results were compiled? Please contact our Survey Team at regionalsurveys@archbright.com.

Questions about how to purchase the survey? Please contact member services at info@archbright.com.

**CEO Corner, by Shannon Kavanaugh**

A workspace that inspires collaboration, well-being, and flexibility

Archbright has moved!

As many of you know by now, Archbright recently consolidated its Western Washington offices in Kent and Seattle into one office in Seattle’s oldest neighborhood…Georgetown!

Our new address is:

5601 6th Avenue South, Ste 400

Seattle, WA 98108

We look forward to seeing you in our new space soon. Speaking of which, let me tell you a little about it.

Archbright had three main goals with the design of its new space—collaboration, well-being, and flexibility. We landed on a strategy of Activity-Based Workspace (ABW). It’s a little different than Open Office Design, where you minimize private offices and eliminate walls

and doors. Open Office Design, made famous by Facebook and Google, aims to promote collaboration and creative innovation among employees by breaking down the physical barriers in the walled or cubed office. For the most part, they do. But they can also hinder productivity because of noise and distractions and lack of privacy.

That’s where ABW comes in.

Activity-Based Workspace gives you the best of both worlds. In an ABW office, you have a range of spaces— from private spaces, to collaborative spaces, to open spaces, to all of the above! It’s an ecosystem that allows employees and teams to work in the space that best matches their tasks at any given moment. Plus, as an added bonus, you inspire teams to move more in a space that has them walking through it during their day, rather than staying in one space and at one desk.

Archbright’s workspace design allows for collaboration, well-being, and flexibility for our employees, which in the end helps us meet the needs of our members even more!

We look forward to seeing you at our Open House on September 12, 2017!

**Archbright Named One of Washington State’s Best Places to Work**

Archbright is pleased to announce we have been named by the Puget Sound Business Journal as one of Washington State’s Best Places to Work!

This spring, thousands of employees from companies around the region completed an employee engagement survey through a special partnership between the Journal and Quantum Workplace. The survey asked questions about company culture and employee work experience.

Washington’s Best Workplaces then recognized the 80 highest ranked companies. We are thrilled to have placed on the list of finalists in our category of 50 to 99 employees.

Archbright will find out where we stand when the final ranking is revealed at Washington’s Best Workplaces event at Safeco Field on August 3. The results will then be published in the Journal’s August 4 issue. Make sure to check out the final list!

**Save the Date: Archbright Open House [9.12.17]**

You are invited to come and experience our new space in Georgetown—28,960 square feet of modern, open work area—on Tuesday, September 12, 3 to 5pm.

Join us for our open house event: Archbright’s Northwest Tour – A Taste of Washington, Oregon, and Idaho.

With an Archbright passport in hand, explore our new offices and along the way discover the region’s excellent wine, beer, and flavors. We will feature food and beverages from a selection of our member companies. More details to come!

When: September 12 | 3:00 to 5:00 pm

Where: Archbright’s New Offices in Georgetown

Cost: FREE | NW Appetizers, Beer, & Wine

Registration is now open at Archbright.com!

**Crucial Accountability®**

Now available as a public class in Georgetown!

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

Georgetown, Seattle | July 27 & 28 | 8:30 to 5:00 pm

Registration now open at Archbright.com!

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.

**Forklift Train-the-Trainer**

This will be the only time this year that this class is held!

When it comes to meeting the compliance rules for forklift training, employers may not be aware of how difficult it truly is to properly train and document this process.

Forklift Train-the-Trainer was created to allow a competent employee to inform, train, evaluate, and certify new or experienced forklift operators to meet the Washington Administrative Code.

Georgetown, Seattle | July 18 | 9:00 to 3:30 pm

Registration now open at Archbright.com!

**Oregon Expands Wage Discrimination Law, Prohibits Salary History Inquiries**

On June 1, 2017, Oregon Governor Kate Brown signed legislation that makes it unlawful for an employer to pay employees performing work of comparable character differently on the basis of race, color, religion, sex, sexual orientation (including gender identity), national origin, marital status, veteran status, disability, or age.

The Oregon Equal Pay Act (the “Act”) explicitly prohibits employers from screening job applicants based on current or past compensation and/or asking applicants about their salary history or seeking it from other businesses. Likewise, employers may not determine compensation for a position based on the current or past compensation of a prospective employee except when considering the transfer or move of a current employee into a new position.

Nevertheless, the Act provides that employers may pay employees differently, provided the difference is based on a bona fide factor related to the position, including: seniority; merit; a system measuring earnings by quantity, quality, or production, including piece-rate work; workplace locations; travel; education; training; experience; or any combination of the above.

The majority of the law’s provisions, including its screening and wage discrimination provisions, take effect January 1, 2019, though related civil actions are not authorized until January 1, 2024.

However, a ban on seeking salary history from applicants takes effect 90 days following the end of Oregon’s legislative session which is expected to be October 2017. This means Oregon employers must review their application forms NOW to remove any inquiries on current or past wages.

For questions about the law, its implementation, or best practices, consult with an Archbright attorney.

Source: Staff Counsel

**Washington Adopts “Blacklisting” Law**

On May 8, 2017, the Washington state legislature enacted a statute which bans employers from competing for state and local contracts if they have willfully violated the state’s wage theft statutes (RCW Sections 49.46, 49.48, and 49,52). Prior to making a bid, employers must now disclose determinations by the state Department of Labor and Industries or a civil court of willful violations of the statutes occurring within the past three years. Employers with these violations are considered not to be “responsible bidders” and will be disqualified from working on public works projects.

Motivated by a legislative desire to level the playing field for businesses that are placed at a competitive disadvantage by employers that reduce costs by willfully violating state wage and hour law, the law passed with bi-partisan support.

Employers hoping to secure state and local contracts in Washington should review their payroll practices to ensure compliance with Washington’s wage theft statutes.

For more information on contractor duties, see Archbright’s KeyNotes on Federal Contractors and Prevailing Wage law, or consult with an Archbright attorney.

Source: Staff Counsel

**HR FAQ**

**Question:** We have an employee who is not eligible for FMLA and has asked for 6 weeks off to go to rehab for drug and alcohol addiction. She has not been performing well. Do we have to grant her time off and hold her job open?

**Answer:** Most probably yes, regardless of her performance or eligibility for FMLA. The Americans with Disabilities Act (ADA) prevents employers from discriminating against persons with disabilities. The ADA considers alcoholics and recovering drug addicts to be disabled. While the ADA does not provide protection for those who go to work impaired (under the influence) or who are currently using illegal drugs, it does provide protection for those seeking to take rehabilitation leave and job restoration.

An employer also may not discriminate against applicants or employees who are recovered alcoholics or drug users. They are regarded as disabled even though they are no longer abusing drugs or alcohol.

When dealing with an accommodation request, it is best for the employer to engage with the employee and her physician or counselor to determine what a reasonable accommodation might be. In the case of a rehabilitation leave, the employer may not know about the need for accommodation until the employee is already in treatment. At this point, the employer is on notice of the disability and should engage in the interactive process to consider whether the employee is entitled to leave as a reasonable accommodation.

Even if the employee is not eligible for FMLA and is requesting leave to re-enter treatment, the employer must engage in the interactive process with the employee and physician to determine if additional leave is a reasonable accommodation.

An employee who is currently engaging in the illegal use of drugs or shows up at work impaired from alcohol use is not an “individual with a disability” who requires accommodation. Employers do have the option of requiring current employees, who test positive for drugs or alcohol, to participate in a Last Chance Agreement as a requirement to keep their job.

**Enhanced Driver Licenses Necessary for U.S. Travel**

Passed by Congress in 2005, the REAL ID Act sets stricter standards for obtaining a source of identification, such as driver’s licenses. It is part of national security measures enacted in the aftermath of 9/11 to reduce the number of “fake IDs”. The Act establishes minimum security standards for state-issued driver’s licenses and identification cards and prohibits Federal agencies from accepting for official purposes licenses and identification cards from states that do not meet these standards.

Starting January 22, 2018, airline passengers with a driver’s license issued from a state that is not compliant with the REAL ID Act (and has not been granted an extension) must show an alternative form of acceptable identification to board their flights. Alternative forms of ID are listed at the bottom of this article.

The compliance status for Washington, Oregon, and Idaho is outlined below. For the status of other states, refer to the Department of Homeland Security (DHS) website.

**Washington**

Washington has a limited extension for REAL ID enforcement, allowing federal agencies to accept driver’s licenses from Washington until October 10, 2017. It is unlikely there will be further waivers.

Washington does issue Enhanced Driver’s Licenses (EDL). It takes two weeks after completing an application to receive an EDL.

**Oregon**

Oregon-issued driver’s licenses and identification cards will be accepted for federal ID purposes only through July 10, 2017. Since it is doubtful that extensions will be granted, alternative forms of ID will be needed for travel.

The information on the Oregon DMV website is very limited.

**Idaho**

Idaho driver’s licenses and identification cards will be accepted at airports until October 2017. Idaho will seek an extension for current licenses to be accepted until October 1, 2020. Since it is doubtful that the extension will be granted, alternative forms of ID will be needed for travel. For additional information visit the Idaho DMV website.

Alternative forms of ID for domestic travel include:

* U.S. passport
* U.S. passport card
* DHS trusted traveler cards (Global Entry, NEXUS, SENTRI, FAST)
* U.S. military ID (active duty or retired military and their dependents, and DoD civilians)
* Permanent resident card
* Border crossing card
* DHS-designated enhanced driver’s license
* Federally recognized, tribal-issued photo ID

The documents needed to apply for an EDL are as follows:

* Proof of state residency
* Proof of U.S. citizenship such as a certified copy of your birth certificate or naturalization paperwork
* Proof of identity (In most cases, your current driver’s license will suffice.)
* Airline or airport-issued ID (if issued under a TSA- approved security plan)
* HSPD-12 PIV card
* Foreign government-issued passport
* Canadian provincial driver’s license or Indian and Northern Affairs Canada card
* Transportation worker identification credential
* U.S. Citizenship and Immigration Services Employment Authorization Card (I-766)
* U.S. Merchant Mariner Credential
* A valid Social Security number
* Proper documentation if your name has changed
* Proper payment

Check with your state’s DMV for specific requirements. If employees do not have these certified documents, it will take several weeks to obtain them. Employers should make sure any employee who flies domestically for work purposes acts now. An employer does not have to reimburse employees for the costs associated with obtaining an EDL.

Source: Katherine Kummerow, HR Advisor

**Ask More, Tell Less - Engage!**

Do you ever ask your team for their input and suggestions, yet get nothing? In spite of your best intentions, it could have something to do with how you model openness. When an idea, solution, or even complaint comes to you, how curious are you to learn more, to unpack the comment?

We live in a culture of “tell” where we are valued for our expertise. To know is king, so we tend to direct others, give advice, and explain things. The problem with too much telling is that it implies that the other person doesn’t know— or ought to— and can be perceived as a put down, often causing the receiver to feel impatient and frustrated, or completely disengaged.

As our organizations grow more complex, learning necessarily becomes omnidirectional and we must learn from one another, regardless of organizational role.

As leaders we may feel we don’t have the time to fully explore the assumptions, ideas, and beliefs that have led our team members to do what they do. In the long run, though, it’s far more efficient to coach than tell, and the secret is in how we ask the questions that lead to development and ultimately, to engagement.

So check your questions; are they really advice in disguise, such as: “Have you tried calling the client instead of only emailing him?” Why not ask instead, “If you were in your client’s shoes, what might he be expecting?”

It’s through the asking of questions that relationships are built that empower others to take on challenges, face obstacles, and develop strategies that work for them.

Empowerment builds the trust that’s the foundation of strong teams and organizations.

To encourage team members to speak up and share those things we might not like to hear but need to know, we must change the questions. We must be curious.

The next time the team member you most dread comes to talk with you, take a deep breath and try this:

* Ask yourself, what can I learn from her?
* Ask her with genuine interest, “How is it going?”
* Then with your full attention, listen to what she is saying and notice her body language. If you are truly listening with a curious mindset, you will know what questions to ask next.

With practice, you will find that it gets easier for people to share useful and important information because they feel you care. You will teach them through your behaviors. Then, when you do ask for their input, they’ll have plenty to say.

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

**Summer CoffeeTalks: Catalytic Coaching - A New Approach to Performance Management**

Catalytic Coaching fixes what’s broken with the traditional performance review. It focuses on the ongoing conversation between manager and employee, allowing supervisors to stop being a critic or judge and function instead like a coach.

For more details about these free events and to register, visit Archbright.com.

Spokane | July 12 | 8:30AM to 10:30AM Seattle | August 16 | 8:30AM to 10:30AM

We hope to see you there!

Catalytic Coaching is a product of Energage, part of the WorkplaceDynamics family.

**Heat Illness - Know the Signs and Dangers**

Every summer, thousands of workers spend long days working in the hot sun. And every year without fail, many die or become ill due to heat exposure. Employees need to know how to recognize the dangers of heat stress not only in themselves, but in their co-workers, too.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **What are the signs and dangers of heat stress?** | | | | |
|  | Heat Cramps | Heat Syncope (Fainting) | Heat Exhaustion | Heat Stroke |
| Description | A temporary fluid  and electrolyte | Pooling of the  blood in the lower | A reduction of body  water con- tent or | Body fails to regulate  core temperature. |
|  | imbalance (salt | extremities in | blood volume. Occurs | Sweating slows or |
|  | depletion in | unacclimated | when the amount of | stops completely |
|  | conditions of | workers who are | water lost (sweat) | preventing the body |
|  | heavy physical | required to stand in | exceeds the volume | from releasing the |
|  | exertion) | heat for long periods of time. | of water taken in. | excess heat. |
| Symptoms | Painful muscle  spasms in the | A brief loss of  consciousness. | Profuse excessive  sweating, cool | Same as heat  exhaustion + core |
|  | arms, legs, and | In a worker who | clammy pale skin, | body temperature |
|  | abdomen | is performing any  substantial labor, | weakness and fatigue,  dizziness, nausea and | >104 degrees,  altered mental status |
|  |  | consider it HEAT | vomiting, weak rapid | (irrational behavior, |
|  |  | STROKE, call 911, | pulse and early neuro- | psychosis, aggressive |
|  |  | and cool down | logical symptoms | behavior, incoherent |
|  |  | immediately by any | (headaches, | speech), the skin can |
|  |  | method. | anxiety, or impaired judgment). | be hot, flushed, pulse may be bounding and rapid. |
| Consequences if untreated | May be accompanied  by heavy | Loss of consciousness  regained once the | If left untreated may rapidly progress to  HEAT STROKE and | Loss of consciousness, coma,  organ failure and |
|  | sweating and  thirst, heralding | person falls to the  ground. Watch for | subsequent death. | death. |
|  | impending heat | injuries secondary |  |  |
|  | exhaustion. | to falling. |  |  |
| Treatment | Rest in a cool  place. Give fluids | Keep the individual  lying down with | Transfer to a cool  shaded place. Cool | Call 911! Cool down  the body immediately |
|  | and salty foods | feet raised, cool | body with wet clothes | with every available |
|  | or an electrolyte | with wet cloths and | and ventilation. | means. Most |
|  | solution such as | ventilation, provide | Replace water and | effective is ice water |
|  | sports drinks. Salt | fluids and then | salts; a good source | bath or wet down |
|  | tablets are not | move to a cooler | for both are sports | entire body with |
|  | recommended | location. Do not | drinks. Transfer to a | copious amounts of |
|  | due to the risks of | return to work and | medical facility for | water and vigorously |
|  | overdosing. | refer for medical evaluation. | evaluation. | fan. |

Combat the dangers of heat stress with three steps:

1. Hydrate. Adequate hydration is the most important step to combating heat stress. When the heat index is high, workers should drink copious amounts of water (1 quart every hour) frequently throughout the work shift: they should consume at least one cup every 15 minutes or a pint every half hour to stay properly hydrated. Workers should be trained not to wait until they feel thirsty to drink; if they are thirsty they may already have lost 2% of their body’s water. The onset of heat exhaustion can begin after losing 3% of the body’s water and heat stroke occurs once 8% is lost. The bottom line is, if a worker is not regularly urinating or has dark urine, they are dehydrated and at risk for heat illnesses.
2. Assess. Evaluate the relative danger of the worksite. Be aware that high heat, high humidity, low air circulation all create a more dangerous working environment. Any time more than one of these variables is present, the danger is compounded. Wearing non-breathable clothing in combination with heavy exertion compounds these worksite risks and can alone lead to heat illness.
3. Acclimate. If an employee is new to a job or is returning after time away: ease them back into full-time work over the course of 5 days. Starting at half time (50% effort) and increasing to full time (increase by 10% each day) can greatly reduce the employee’s susceptibility to heat stress.

There is a new app available for both Android and iPhone called OSHA-NIOSH Heat Safety Tool. Anyone using the current version of the OSHA Heat Safety Tool is encouraged to download this new app.

If you would like more information on heat stress or heat stress training materials, please contact Archbright at safety@archbright.com.

**Monthly Webinar**

July 2017

Stay At Work

Thursday, July 20, 2017

2:15 p.m.

Return to work programs are an effective way to minimize costs associated with injuries and to help employees return to full productivity in the shortest possible time. Stay at Work

(SAW) is a financial incentive program through Washington Department of Labor & Industries that can potentially pay up to 50% of an injured employee’s wages while working in an approved, temporary light-duty job.

Topics include:

* What is SAW?
* How does SAW help my organization?
* Who is qualified?
* The SAW application process

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?**

75% of Americans are chronically dehydrated. A survey found that although Americans drank about eight servings of hydrating beverages per day, this is offset by drinking caffeinated drinks and alcohol and eating a diet high in sodium.

Recent studies found that young people who were mildly dehydrated were much more likely to feel fatigued during moderate exercise and even when sedentary.

Unsurprisingly, fatigue is a common dehydration symptom, and it’s said to be the No. 1 cause of midday fatigue.

**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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