**Archbright™**

**Insights Newsletter**

**September 2017**

**Top Three Benefits of Human Resource Management Systems**

If your HR team is overwhelmed with manual processes, buried in employee files, and frustrated by redundant and repetitive tasks, it is time to consider implementing a Human Resources Management System (HRMS). HRMS will help your organization:

* **Turn your employee files into paperless online files.** Most systems allow you to scan and upload documents, as well as allow electronic creation and completion of documents. You could be on a beach in Hawaii and access employment information needed for a report or respond to an employee’s question.
* **Easily capture new hire paperwork electronically.** Have you ever had to ask an employee to recomplete a form because you couldn’t read their handwriting? Or found out you missed collecting a tax form from someone you hired months before? An HRMS allows employees to accurately fill in forms and track and confirm receipt of documents.
* **Quickly run reports and perform analytics.** At the core of HRMS, administrators can run reports (both standard and ad-hoc reports) and then export data to Excel to for further data analytics. These reports allow you to easily pull benefit census information, Affirmative Action Plans (AAPs), or EEO reporting information.

At Archbright, we are pleased to offer InfinityHR, a best-in-class HRMS solution. InfinityHR allows employers to electronically store, track, manage, analyze, and evaluate HR-related data in a single system. It also empowers employees to update their data, keep track of their details, and self-serve answers to urgent questions—all without involving HR.

Contact us at 206.329.1120, 509.381.1635, or info@archbright.com to schedule a demo with our HRMS Team.

**CEO Corner, by Shannon Kavanaugh**

Performance Management: From Rating to Coaching

Three years ago we abandoned the traditional performance appraisal here at Archbright. As an HR company, that was a pretty controversial move. It’s what we knew. It’s how things are done. After all, workplace performance is **what we do**. And if you want to elevate workplace performance, you have to measure it. Don’t you?

You do. But the traditional performance appraisal is not the way. Think about it. Managers hate doing it. Employees hate doing it. And its impact on performance is minimal at best. In fact, the Society for Human Resource Management (SHRM), Forbes, and CEB (Corporate Executive Board) have all reported that most see this method as ‘a waste of time.’

But what to do instead? Archbright chose a new approach to performance management called Catalytic Coaching. Catalytic Coaching abandons the rate, rank, and yank system of coaching. This system shifts the focus from the past to the future, and from a number to a CONVERSATION. It’s these conversations, that never would have happened in the traditional approach, that

can transform your relationship with your employees and bring performance to whole new levels. At Archbright, I consider it a not-so-secret weapon at the heart of our strategy.

“Dialogue is the basic unity of work in an organization. The quality of the dialogue determines how people gather and process information, how they make decisions, and how they feel about one another and about the outcome of these decisions. Dialogue can lead to new ideas and speed as a competitive advantage.”

*Ram Charan, “Conquering a Culture of Indecision”*

Archbright now offers Catalytic Coaching services for our members, so if you want to learn more, give us a ‘ring.’

**The Catalytic Coaching Course**

Archbright has partnered with Energage, creators of Catalytic Coaching, to offer a 3-day training event for you to learn more about the Catalytic Coaching program and be certified as a Coach2 for your organization.

Designed for HR Leaders and Senior Executives exploring or already using alternatives to performance evaluations, this training will allow participants to:

* Discover how Catalytic Coaching increases employee engagement
* Work real-life, challenging cases in class
* Learn how to avoid common speed bumps during roll-out
* Exchange best practices with others utilizing the program
* Get certified as a Coach2 in Catalytic Coaching
* Learn directly from the program architect, Gary Markle

When: October 9 – 12, 2017

Where: Suncadia Resort | Cle Elum, WA

Cost\*: $3,950 regular price | **$3,450 Archbright member price**, just use the promo code **ARCHBRIGHT** at checkout. If you register two people, you receive the second seat at 40% off!

Registration is now open at energage.com/events. To learn more, call 770.321.0537 or jessica@energage.com.

*50% cancellation/reschedule fee if cancelled within two weeks of program kick-off.*

\*includes hotel, meals, parking, Wi-Fi, and a Welcome Reception

**Archbright is Re-Shaping Retirement Benefits for Our Members**

Archbright Retirement is specifically designed for companies who want a retirement plan that increases employee participation, minimizes risk to owners and executives, and is cost-effective. Our program is exclusively for our members and leverages the collective size and scope of our membership base for your organization’s benefit.

Let us provide a complimentary side-by-side comparison between our program and your current retirement plan. Simply call us at 206.329.1120 or 509.381.1635, or reach out to your Account Executive.

**Boost Productivity, Increase Engagement, and Build Your Developing Your Middle Managers**

Archbright University’s Management Academy

A 6-12 week cohort learning program designed to develop effective workplace leaders, powered by Development Dimensions International (DDI).

A cohort is a group of learners who pursue the same course of study at the same time—encouraging a more dynamic, collaborative, and supportive learning environment.

In Archbright’s Management Academy, middle managers will learn and practice vital skills in six interactive classes. Between classes, the learning continues with prep work, ongoing action items, peer check-ins, and on- demand virtual reinforcement activities.

The Management Academy is designed for leaders who

* Manage a team
* Are experienced and comfortable with the basic management skills of feedback, coaching, and delegation
* Can commit to the follow-up assignments, prep work, and peer coaching calls (1-2 hours between each class)

If you have supervisory authority (such as hiring, review, and disciplinary power) and need to develop skills of feedback, coaching, delegation, and documentation, please consider Supervisory Skills.

If you are responsible for the day-to-day activities of a team but do not have supervisory authority (such as hiring, review, and disciplinary power), please consider Leadworker Effectiveness.

**In Seattle: 6 sessions, consecutive Tuesdays, starting Sept. 19**

**In Spokane: 6 sessions, every other Thursday, starting Oct. 5**

And at your location! Do you have a group of 10 or more middle and senior managers? Bring the Management Academy in-house and customize the topics according to the needs of your organization. Available topics include influencing, employee engagement, coaching, and more.

**Oregon Secure Scheduling Bill Signed Into Law**

Oregon Governor Kate Brown has signed the Fair Work Week Act which provides stable work scheduling standards to hourly employees working in the retail, hospitality, and food services industries. Oregon is the first state in the nation to enact a secure scheduling law. The Cities of Seattle, San Francisco, and New York preceded the state in passing similar legislation.

The law covers Oregon employers with 500 or more employees worldwide. The main provisions of the law include:

* Upon hire, new employees must be provided a “good faith written estimate” of the number of hours they can expect to work each week and whether they will be scheduled for on-call shifts.
* Employees must be given their work schedule 7\* days in advance. If the employer adds hours after posting the schedule, the employee is entitled to one additional hour of pay. \*Effective July 1, 2020, this timeframe increases to 14 days in advance.
* If an employee is scheduled for a shift and the shift is cancelled or the employee is sent home early, the employee must be paid for half of the hours not worked.
* Employees who are scheduled to be on-call and are not called in to work must be paid half of the hours not worked.
* Employees must be provided a rest period of 10 hours between two shifts. Employees may waive this rest period voluntarily, but a time-and-a-half rate applies to all hours worked during the rest period.
* Employees may request preferences on their schedule to help balance their other commitments like caring for a family member, working another job, and attending school. There is currently no requirement to honor the requests but employees are protected from retaliation for merely expressing a scheduling preference to their employer.
* Employees have a right to decline any shift added to their schedule after the 7-day advance notice period without fear of retaliation from their employer.

Employers may maintain a voluntary standby list of employees whom the employer requests to work additional hours to address unanticipated customer needs or unexpected employee absences if the listed employees have requested or agreed in writing to be included on the list and the employer provides required written notice to each employee.

**The law goes into effect July 1, 2018.**

Gold and Silver members can get more information on the new law in the Oregon Secure Scheduling Law Keynote in the Archbright HR Toolkit on the Members’ Only website.

Source: Jo Powers, HR Advisory Manager

**U.S. Employees Get a Raise**

Virtually all employers (99 percent) plan to give their employees a pay raise next year, according to a new salary planning survey from Willis Towers Watson Data Services. U.S. salary increase budgets are expected to average 3.0 percent for exempt non-management (professional), management, and non-exempt employees, and 3.1 percent for executives.

Employers are continuing to reward their best performers with significantly larger raises for retention purposes and to strengthen their commitment to pay for performance.

Source: CCH

**Finding a White Supremacist in Your Workplace**

In the wake of the violent protests in Charlottesville, Virginia, employers are examining their rights about employees’ expressions of personal political and social views when off-duty. What rights do employers have to take action against or even terminate employees who demonstrate unpopular political or hate speech on their own time?

First, consider the legal constraints for disciplining employees for legal off-duty conduct:

1. Public-sector employees are protected from termination or discipline, even for perceived out-of-office “hate speech”, due to the restrictions of the First Amendment on government action unless the actions are an “issue of public concern.”
2. Some state laws prohibit disciplining employees for legal off-duty conduct, e.g., engaging in nonviolent political protests. Washington, Oregon and Idaho do not have such off-duty conduct laws.
3. Some cities, including Seattle and Portland, have “political ideology” protections, allowing employees to freely express unpopular political views at an off-duty political rally.
4. Employees covered by union contracts may only be disciplined for “just cause” and behavior outside of work alone won’t always suffice. There must be a connection to the off-duty conduct and the employee’s job performance.

So, what can an employer really do if one of its employees is observed at a White Nationalist rally such as the one in Charlottesville?

Simple expression of an unpopular political view on non-working time may be fine if the content of that protest activity is not inconsistent with the company’s anti-discrimination policy. Specifically, federal law prohibits behavior in the workplace that is offensive based on race, color, religion, and national origin. White supremacy is an anathema to all these protections. If the presence of a White Nationalist in the workplace is disruptive because the views are offensive to other employees, cause a hostile work environment, or has the potential to turn violent, then the employer will have a strong reason to terminate the employee. Remember: Respond to the content of what is said—the “hate speech”, not the engagement in political expression. Since Washington, Oregon, and Idaho do not have “off-duty” protections, firing an at-will employee who participates in white supremacist rallies may be perfectly legal.

Every situation is different and has its unique circumstances. Contact Archbright for guidance before any discharge action.

Source: Archbright HR & Legal Team

**HR FAQ**

Question: We want to suspend an employee who used vulgar language when addressing a supervisor. Specifically, he said, “you never f-ing listen to me, do you?” There are no problems moving forward with this suspension, correct?

Answer: Recent National Labor Relations Board (NLRB) rulings have made this question more difficult to answer. Under Section 7 of the National Labor Relations Act (NLRA), employees have the right to discuss wages, hours, and other terms and conditions of employment with co-workers. These rights include criticism of management, including the use of profanity. Section 7 rights apply to both union and nonunion employees. An NLRB investigator may find the discipline to be an unfair labor practice. The suspended employee could argue he was just exercising his Section 7 rights and should have not been disciplined.

Employee conduct rules which require employees to be “respectful” of the company or its supervisors are frowned upon by the NLRB. Employees have Section 7 rights to criticize or protest their employers’ policies and treatment. However, this does not mean an employer must tolerate insubordinate behavior. Insubordination (or disobedience) occurs when an employee is given an order and refuses to comply with the order with a clear knowledge that his refusal will result in discipline. In this case, using foul language is not evidence of an insubordinate act.

Discipline may be warranted if there exists a company policy prohibiting the use of coarse or foul language in the workplace and all offenses are immediately addressed and curtailed, regardless of the status level of the employee. Discipline may also be warranted if use of the language prompted a harassment complaint or the employee’s outburst was not related to working conditions.

It is rare to find a workplace in which no “colorful” language occurs. So, the answer in this situation is consider the context of the language, and if it relates to working conditions, wages, or unfair management practices. Consult an Archbright HR Advisor or Attorney before any discipline is imposed.

**The Employee Iceberg**

by Garold L. Markle

As an HR generalist in a series of Fortune 500 corporations, I was instructed to treat employees more like “resources” than “humans.” We went to great lengths to focus on “the worker” while avoiding as much as possible anything personal.

What I soon discovered, however, is that when you go to the market looking for employees, people show up. When you try to draw a line between “the worker” and the rest of the human being that comes with them, you inevitably hit the employee iceberg.

Awareness of that messy stuff below the waterline is essential to understanding why people do some of the silly things they do.

So, how can you best deal with the employee iceberg?

* Seek First to Understand. Stephen Covey’s Habit of listening before speaking is key to recognizing the humanity in others. Far too often we find ourselves acting on illogical observable behavior that has much deeper logical roots.
* 5 Whys. By far the most powerful way to get below the waterline is to ask employees why they are doing things that look counterintuitive. Expect the first answer or two to be superficial. Somewhere between the third and fifth “Why?” will come the breakthrough.
* Attitude of Abundance. Understand that you only rent talented workers. You don’t own them. They will come and go over time. Do your best to keep them tied to you for as long as the situation supports a mutual win. When things change, make transitions easy and natural.
* Systemized Scalability. Create a culture where understanding individuals is the norm, not the exception. Utilize a system like Catalytic Coaching that institutionalizes listening and the forging of deep connections in a way that can be routinized and monitored throughout your organization.
* Earn Trust. You can’t mandate that people tell you about their personal lives. They must believe and experience that it’s safe to do so. Look for a few brave souls to do it first. After some success stories that they spread, not you, others will open up and self- disclosure will increase over time.

By honoring the employee iceberg—treating our human resources as human beings—we may not end every conversation with a hug or a high five. In fact, some people may ultimately need to be let go, and they probably won’t send you a holiday card after you walk them out the door. But if you acknowledge their humanity while confronting them about performance gaps, they won’t send you a lawsuit, either. You’ll understand and optimize more and ruin less. Going below the waterline is both a better and safer way to run a business that runs on people.

*Garold Markle is the founder of Catalytic Coaching and CEO of Energage, Inc., part of the WorkplaceDynamics family.*

**The 2017 Executive Compensation Survey is Open for Participation!**

Archbright’s new Executive Compensation survey will provide employers, in the Pacific Northwest, a relevant vision of how executives are compensated. As with our Wage & Compensation survey, you will find the same industry and company profiles; small to mid-size organizations in prevailing industries particularly goods producers, manufacturing, government and public utilities, business services providers, and nonprofit organizations.

The survey will report on a highly selective basis only those positions reporting to the top executive. Each position will collect base salary and short term incentive compensation to compute total cash compensation.

Executive reward plan design elements information will be collected and cover short term and long-term incentive plans, retirement, perquisites, and board compensation.

The Executive Compensation Survey results will be published in November 2017, and will be reported in such a way to bring strategic relevance to those making decisions on the executive compensation package for their organization’s leadership team.

**Ending Musculoskeletal Disorders (MSDs) In Your Workplace**

MSDs are costly and can significantly reduce worker productivity and morale. Workers suffering from MSDs have difficulty meeting the demands of their jobs. The Bureau of Labor Statistics reported 31% (356,910 cases) of nonfatal occupational injuries and illnesses in 2015 were related to MSDs.

The median days away from work for an MSD is 12 days, compared to eight days off for other work-related injuries. Ergonomics programs enable employers to detect MSD problems and develop solutions. This approach prevents further losses in productivity, quality, and profit by lowering rates of absenteeism, lost time injury, and workers’ compensation premiums.

To design an ergonomic intervention for MSDs you must understand work- processes, job tasks, equipment, and workplace layouts. Your first objective is to determine whether machines or people are best suited to complete a particular job task. Ideally, workers should not experience undue stress or strain when using tools, job methods, workstation layouts, and materials.

Develop a proactive engineering approach that eliminates the risk factors for MSDs in that job. Proactive action can help management and workers anticipate and prevent MSD problems. A proactive action plan for manual material handling in four steps involves: 1) look for clues, 2) prioritize jobs or improvements, 3) make improvements, and 4) maintain involvement.

Examples of engineering solutions could include pneumatic tools to open clamps and lift heavy appliances to reduce awkward postures and static (constant) exertion forces, height-adjustable turn tables, work tables and shelving units to reduce risks associated with overhead work, reaching, bending, and maintaining awkward postures. Once management establishes baseline injury rates, follow up on symptom surveys to determine injury trends and outcomes. Then, periodically fine-tune the production line as workers become more skilled in their jobs.

Six Steps to evaluate and address musculoskeletal concerns in your workplace:

1. Identify risk factors - Incidents of possible MSDs are either isolated to a particular job/task or widespread, affecting multiple departments. Records of complaints and injuries are often enough to reveal the scope of a work-related MSD problem.
2. Involve and train management and workers - Employees know their own jobs better than anyone else does.
3. Collect health and medical evidence - It is essential to follow up on workers whose jobs cause undue physical fatigue, stress, or discomfort. If employees report their symptoms early and openly, you can take corrective measures to delay the development of MSDs.
4. Implement your ergonomic program - Early successes can build confidence and experience for resolving more complex MSD problems.
5. Evaluate your ergonomic program - Follow up on your interventions to ensure the controls you implemented reduce or eliminate the MSD risk factors and ensure that no new MSD risk factors were created.
6. Maintain Involvement - Employees, employers, and health care providers are all responsible for preventing injury and disability in the workplace.

\*Centers for Disease Control and Prevention

If you would like more information on ergonomics in the workplace, training materials, or would like to schedule an ergonomic evaluation please contact Archbright at 206.329.1120, 509.381.1635, or email safety@archbright.com.

**Monthly Webinar**

Employee Engagement

Thursday, September 21, 2017

2:15 p.m.

Employee engagement has become a pivotal requirement in today’s fast paced workplace. Employee engagement in safety is a critical part of an effective safety program. In this webinar, we will explore how employee engagement can improve your overall safety culture as well as the steps needed to apply employee engagement to your safety program.

Topics include:

* Employee engagement & safety culturedefined
* How engagement can help your safety culture and safety outcomes
* Assessing your current employee engagement and safety culture
* Steps to implement employee engagementimprovements
* Benchmarking
* Things to avoid

This monthly webinar is complimentary for all WCS/Retro members. Registration is required.

For members who are not enrolled in our Retro/Workers’ Comp Services, there is a participation fee. Please contact Scott Bradley, Director, Safety/Loss Control at 206.664.7260 or sbradley@archbright.com if you would like more information.

Thank you!

"Safety is a State of Mind. Accidents are an Absence of Mind.”

**Did You Know?**

Archbright helps get money for members! The Stay at Work program is one of Washington States financial incentive programs. Labor and Industries will reimburse employers for some of their costs when they provide temporary, light-duty jobs for injured workers while they heal. Eligible employers can be reimbursed for up to 50% of the base wages they pay to the injured worker, as well as some of the cost of training, tools or clothing the worker needs to do the light-duty or transitional work.

Participants in Archbright’s Workers’ Compensation Services (WCS) programs are able to utilize Archbright to help fill out and submit for reimbursements. Since the program began, Archbright has helped members get back more than $4,000,000 in reimbursements!

**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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