



# advantage



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# advantage



HERE YE HERE YE!!

Have you heard the news? We are excited to announce that HR Answers has moved!!! Effective June 1st, we moved our office. We are now located at 7650 SW Beveland Street, Tigard, OR 97223. We are lucky that our phone number stayed the same, but our fax number did change to 503-352-5582. We kindly ask that you share this with others in the office so they know, too. Once we get settled and get the office all cleaned up, we will invite you over with an Open House for a look-see.

## UPDATE: OREGON STATE SICK LEAVE

The Oregon legislature has approved, and the Governor is expected to sign, a new law requiring Oregon employers with **10 or more employees** to provide at least **5 paid** sick days per year and Oregon employers with **fewer than 10 employees** to provide at least **5 unpaid** sick days per year. This law is similar to ordinances recently passed in Portland and Eugene. The Portland rule, which took effect January 1, 2014, is slightly more generous, covering employers with 6 or more employees, and will remain in place. The new law will take the place of the Eugene measure which was set to become effective in July of this year. Employees will accrue at least 1 hour of sick time for every 30 hours worked. Organization size is determined by looking at the average number of employees for the last 20 weeks of the preceding year. For new employees, there is a waiting period of 90 days before accrued time may be taken. Generally, sick time may be taken in hourly increments and may be used for self care or to care for family members. Employers may not require employees to find replacement workers to cover their absences or to make up sick time. If signed, the law could become effective as soon as January 1, 2016. There will be a 1 year grace period from penalties for employers. Here are two links for additional information.

[http://www.oregonlive.com/business/index.ssf/2015/06/paid\\_sick\\_leave\\_bill\\_wins\\_fina.html](http://www.oregonlive.com/business/index.ssf/2015/06/paid_sick_leave_bill_wins_fina.html)

<https://olis.leg.state.or.us/liz/2015R1/Downloads/MeasureDocument/SB454/Enrolled>

## ARE SUMMER INTERNS ACA-ELIGIBLE?

Will you have summer interns this year? The Internal Revenue Service (IRS) does place limitations on unpaid internships, but too often the issue of benefits eligibility gets overlooked. When interns are not tracked closely, it can create significant liability for employers. The Affordable Care Act (ACA) defines a full-time employee as someone working 30 hours or more per week and does not make an exception for interns.

If your interns are paid and scheduled to work for greater than 30 hours per week, they would generally be eligible for coverage. Many employers are surprised to hear this, but we have to think of interns like regular employees when it comes to benefits. HR professionals should also be checking Summary Plan Descriptions and Certificates of Coverage with insurance carriers to ensure that all definitions of eligibility are consistent.

The ACA does provide for two safe harbor exceptions to the benefits eligibility criteria which are: seasonal employees and variable-hour employees. Seasonal employees under the ACA follow the Department of Labor definition, meaning that they generally begin work at the same time every year and their employment is seasonal in nature. As the name implies, variable-hour employees have changeable weekly hours with no expectation of consistency. If employees fall into one of these two categories, the law allows them to be placed into a measurement period for determining benefits eligibility. This means that if they work over 30 hours in a single week, but do not average 30 hours a week over the duration of the measurement period, they remain ineligible to receive benefits.

The ACA also requires that employers with 100 or more full-time equivalent employees offer insurance to 70% of their full-time employees starting this year, a requirement known colloquially as the Employer Mandate. Next year, the requirement increases to 95% of full-time employees. Small employers with between 50-99 employees have until 2016. Businesses that don't comply with the employer mandate will face penalties, assessed through newly introduced IRS reporting requirements.

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As a word of caution, employers are allowed to exclude interns as a class when calculating the percentage of employees offered benefits, but that leaves them susceptible to a penalty if interns receive subsidized coverage through an exchange.

Here are a few practical tips to ensure that your internships are structured in a compliant manner:

- If you intend to define interns as seasonal employees, clearly state that in their offer letters and make sure that their actual employment follows suit.
- Work closely with your broker and legal counsel to ensure internships are compliant. The ACA regulations around benefits eligibility are complex and amendments are still being issued, so it's important to have expert counsel in making sure that your company's HR practices are on point.
- Monitor the work and hours of interns closely and remember that they should not be considered a long-term substitute for hiring regular employees. Internships must be primarily for educational purposes.

On another note, employers may be surprised to learn that interns could even be considered eligible for 401(k) participation. The key in understanding this liability is to carefully read your plan documents. Even if your handbook states that temporary employees and interns cannot contribute, you must operate in compliance with your plan adoption agreement. A good rule of thumb is if an intern works over 1,000 hours and is at least 21, they would generally be eligible to participate. If your internship offers have already been extended, consider issuing amended offer letters.

## COMPENSATION PHILOSOPHY OPTIONS

As many of you know, the area of Compensation is something that HRA is known for. Our very own Judy Clark is seen by many as a compensation guru. One of the primary questions we always ask is, "What do you want compensation to do for you?" Often this is met with wide-open eyes. For many, this is the first time they have considered an answer. There are numerous options to this question, some of them mutually exclusive. Here are some of the more frequent responses:

- We want compensation to help us hire the level of talent we can afford
- We want compensation to help us reward outstanding performance and/or contribution to the organization
- We want compensation to acknowledge increase in knowledge and/or skills
- We want compensation to reward people for their loyalty and tenure with the organization
- We want compensation to help us encourage employees to seek training
- We want compensation to pay for increased job responsibilities and promotion
- We want compensation to help us direct employee effort to achieve specific organization goals
- We want compensation to retain selected and senior talent
- We want compensation to tie employee work to organizational productivity/profit, etc.
- We want compensation to attract the most highly qualified talent in the market
- We want compensation to be neutral so that the subject is not a source of concern or dissatisfaction for employees
- We want employees to think of benefits as an integral part of their compensation plan and therefore, we want to place a greater emphasis on those
- We want compensation to be comprised of a lower base pay and a significant variable pay addition, assuming that organizational goals are met
- We want compensation to "blow away" the competition and allow the organization to hire anyone it wants

If reviewing your compensation is something you are working on or is on your to-do list over the next year, we encourage you to have a discussion about what you are doing; why do you do it this way; what is the benefit; is it helping to meet your organizational goals; and are there other considerations you have not yet considered? And, of course, if you want assistance in have that strategic conversation just let us know and we'll send the guru out to meet with you.

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Editor: Deborah Jeffries, PHR, CPC. Advantage is published monthly and is designed to provide information on regulations, HR practices and management ideas and concerns. The intended audience is managers, supervisors, business owners, human resource and employee relations professionals. If you have questions about the content, an opinion about the information, questions about your subscription, or if you need additional Advantage binders, please give us a call at (503) 885-9815 or e-mail [djeffries@hranswers.com](mailto:djeffries@hranswers.com).

## MISCLASSIFICATION ENFORCEMENT

The DOL has been looking for help to come after employers that misclassify full-time employees as independent contractors (ICs) — and it just added another major ally to its growing list. Earlier this year, Florida added itself to the other 16 states that have entered into formal agreements with the DOL to share information about worker misclassification. The formal agreement, which is officially called a Memorandum of Understanding, allows the DOL and the Florida Department of Revenue to pass along any information they come across about workers who are misclassified as Independent Consultants.

The feds hope the info-sharing will make it easier to find and penalize employers that misclassify employees. In addition to Florida, here is a list of the other 16 states that have entered into similar agreements with the feds:

- |                |                   |
|----------------|-------------------|
| 1. Alabama     | 9. Maryland       |
| 2. California  | 10. Massachusetts |
| 3. Colorado    | 11. Minnesota     |
| 4. Connecticut | 12. Missouri      |
| 5. Hawaii      | 13. Montana       |
| 6. Illinois    | 14. New York      |
| 7. Iowa        | 15. Utah          |
| 8. Louisiana   | 16. Washington    |

Agreements aren't the only way the DOL is working with states on this issue. If you remember, the agency also recently opted to earmark a total of \$10.2 million in funding to 19 states. These grants are meant to help beef up misclassification auditing programs and other initiatives that focus on alleviating independent consultant's errors, both intentional and willful.

And employers should care *a lot* about this because:

- It marks the first time the agency has awarded state grants for misclassification enforcement, and
- The DOL generally only doles out funds like this if it's confident there will be a significant payout.

The agency says the \$10M-plus should help with the states' unemployment insurance programs, which have been depleted by high unemployment in recent years. But it'll also increase direct tax revenue – and likely lead to a significant amount in penalties. In addition to the increased collaboration with the feds, both Virginia and Massachusetts are ramping up their own misclassification efforts with steeper penalties and charges of fraud.

## QUALITIES THAT MAKE GREAT BOSSES

Certain traits and behaviors distinguish extraordinary leaders from the rest. Unforgettable bosses possess qualities that may not show up on paper, but always show up where it matters most—in the minds and even hearts of the people they lead. Here are some qualities of successful and memorable bosses:

**1. They believe the unbelievable.** Most people try to achieve the achievable; that's why most goals and targets are incremental rather than inconceivable.

Successful bosses expect more from themselves and from others. Then they show you how to get there (development is a big deal) and bring you along for the ride.

**2. They see opportunity in instability and uncertainty.** Every workplace has unexpected problems, unforeseen roadblocks, and perhaps a few major crises. There is no need to run and hide. There are a few who see a crisis as an opportunity. They know it's extremely difficult to make major changes, even necessary ones.

It is easy to reorganize or make changes when things are not working, but what about when things are running smoothly? Do you upset the apple cart? Memorable bosses see instability and uncertainty not as a barrier but as an opportunity. They reorganize, reshape, and re-engineer to reassure, motivate, and inspire and in the process they make the organization much stronger.

**3. They share their emotions.** Successful bosses are highly professional, yet also human and authentic. They show sincere excitement when things go well. They show sincere appreciation for hard work and extra effort. They show sincere disappointment—not in others, but in themselves. They celebrate, they empathize, they worry. Sometimes they even get frustrated or angry.

Professionalism—with a healthy dose of humanity—is inspiring.

**4. They protect employees from the bus.** Terrible bosses throw their employees under the bus. Good bosses never throw their employees under the bus.

Memorable bosses see the bus coming and pull their employees out of the way, often without the employee knowing until much, much later, if ever, because memorable bosses never try to take credit.

**5. They've been there, done that—and still do that.** Memorable bosses never feel entitled. They never ask you to do something they would not be willing to do themselves. The true measure of value is the tangible contribution we make daily. Everyday good bosses do things that reinforce and build trust with their employees.

That's why no matter what they may have accomplished in the past, memorable bosses are never too good to roll up their sleeves, get dirty, and do the “grunt” work. No job is ever too menial, no task ever too unskilled or boring.

**6. They lead by permission, not authority.** Every boss has a title. That title gives them the right to direct others, to make decisions, to organize and instruct and even provide feedback and coaching.

Memorable bosses lead because their employees want them to lead. Employees value how you made them feel, what you do for them and what they have done for the organization. Employees are motivated and inspired by the person, not the title. This is leadership.

Through their words and actions they cause employees to feel they work with, not for, a boss.

**7. They embrace a larger purpose.** A good boss works to achieve organizational goals. They also work to serve a larger purpose: to advance the careers of employees, to develop struggling employees, to instill a sense of pride and self-worth and belonging to others.

Memorable bosses help others both on a personal and individual level.

**8. They take real risks, not fake ones.** Many bosses, like many people, try to stand out in some superficial way—maybe through their clothes, their interests, or a public display of support for a popular initiative. They do stand out, but they stand out for reasons of sizzle, not steak.

Memorable bosses stand out because they are willing to take an unpopular stand, take an unpopular step, accept the discomfort of ignoring the status quo, and risk sailing uncharted waters.

They take real risks not for the sake of risk but for the sake of the reward they believe possible. By their example, they inspire others to take risks in order to achieve what they believe is possible.

In short, memorable bosses inspire others to achieve their dreams: by words, by actions, and, most important, by example.

## QUESTIONS BEFORE LAUNCHING INTO TRAINING

As you start thinking and planning for your budget for next year it is possible that training will part of your activities. Training is as important to your employees' professional and personal development as it is to your organization's mission. To be effective in both areas, you have to do some homework before you start. Here's a checklist of questions to ask:

- **Have you identified the specific training your employees need?** “Internet training,” for example, is vague; “training in website design” is more concrete.
- **Does everyone know what to expect?** Employees need to know what they're going to learn and how it's going to be taught. Both employees and supervisors need to understand what's going to happen in the training sessions, and even encouraged as to how and when to use what they are learning.
- **Do you and other managers understand your role?** When employees return from the training, you'll need to find ways to let them exercise their new skills. Look for opportunities to help employees sharpen and stretch their knowledge.

- **Do workers know why the training is important?** If they see it as just “nice to know,” they won’t be strongly motivated to put their new skills to work. If they understand how their increased knowledge will advance both the organization’s goals and their own career prospects, they’ll be more committed to mastering the lessons. Employees also need to know that training is not punitive; rather the organization is investing in them.
- **Do you know how you’ll measure the results of the training?** You’ll have a much easier time getting support for your training programs if you can show how they’ll affect the bottom line. Work with trainers as well as your employees to match their new skills with specific objectives like “X percent increases in widgets produced per quarter,” or “Y percent more customers served per hour,” or “reduce employee turnover by 10%.”
- **Does the rest of the organization know about the training?** If your training benefits only your own department, you’ve lost a valuable opportunity. Send memos, email messages, or other types of messages up and down the hierarchy to let the organization know what your employees have learned and how their new skills can help others in the organization. It is often appropriate for the “trained individual” to set a time to present their learning(s) and suggest how it can be implemented within the dept, etc.

## THOUGHTS TO THINK ABOUT

- “Nobody ever wrote down a plan to be broke, fat, lazy, or stupid. Those things are what happen when you don’t have a plan.”  
– *Larry Winget*
- “Three things you cannot recover in life: the WORD after it’s said, the MOMENT after it’s missed and the TIME after it’s gone. Be Careful!”  
– *Unknown*
- “Though no one can go back and make a brand new start, anyone can start from now and make a brand new ending.”  
– *Carl Bard*
- “When the past calls, let it go to voicemail. Believe me; it has nothing new to say.”  
– *Unknown*
- “Rule #1 of life: Do what makes YOU happy.”  
– *Unknown*
- “Walk away from anything or anyone who takes away from your joy. Life is too short to put up with fools.”  
– *Unknown*

## Q & A

**Q:** Can an employer use employee photographs for marketing purposes, such as company brochures or websites?

**A:** There is no federal regulation that specifically prohibits an employer from using employee photos for business purposes, including marketing company products and services. However, many states restrict the use of an individual’s name, image, voice, photo, or “likeness” for commercial purposes without the person’s prior consent. These statutes are commonly known as “right-of-publicity” or “right-of-privacy” laws. Washington state and others address the topic under “unfair competition” or “personality rights” statutes. Employers should review laws in their states to ensure compliance. Aside from any legal requirement, employers might still want to obtain an employee’s consent prior to using his or her photo for commercial purposes. If they don’t, workers might expect to be compensated for the use of their image or to receive favorable treatment. Some employers ask employees to sign a general photo consent release at the onset of employment that allows photos to be used for ID badges or for internal recognition on the company’s intranet. Employers should obtain separate written consent in advance each time an employee’s photo will be used for marketing purposes. The release should outline how the photo will be used and any other applicable conditions. Consult a lawyer for guidance. Recognize that some people are uncomfortable with having their photo taken because they perceive they will be judged or possibly discriminated against based on their appearance. In addition, an employee may object to photos because of sincerely held religious beliefs. An employer may be required to provide a reasonable accommodation unless it can show that doing so would create an undue hardship. Consent should be voluntary, and employers should make efforts to accommodate employees who decline to be photographed. While some people feel that using photos of employees projects a genuine, personal, and positive image of the organization, there can be negative consequences as well. For example, if a pictured employee is terminated, he or she may no longer want to represent the company and the company may no longer want to use that person’s image. Changing marketing materials could be costly.

## EVERYDAY RECOGNITION

To offer the most effective recognition, you need to get to know the people you work with. Recognition is defined as seeing and acknowledging an employee and their value. One way to do this is by asking great questions.

“What do you like about your work?”

“What do you enjoy doing in your spare time?”

“If you could change one thing about your job what would it be?”

Some managers have gone so far as to re-interview all their team members, and reported back that the process was both fun and productive.

What could you ask that would help you get to know the people you work with just a little bit better?

Get away from the office, enjoy a nice meal, and have a few laughs with your team. You can celebrate the end of a project, the quarter, or great customer service scores.

After you have told them how much you value their contribution, stop talking. Spend the rest of the time listening and learning. Go ahead and ask a few good questions, but let them control where the conversation goes. This too is a form of recognition.

## HR LINK

### FREE FMLA LEAVE CALCULATOR APP

The app helps calculate leaves of absence under the Family and Medical Leave Act. Anyone managing people can use the app to calculate leave requests (other than intermittent and reduced schedule), and determine how much FMLA leave an employee has available. In seconds, a manager is able to see how much FMLA leave an employee has available, when an employee should return to work after the current leave request, and how much FMLA leave is remaining, if any.

Fisher & Phillips created the FMLA Leave Calculator App. This free app is available for Smartphones and tablets. There's even a version you can use in your web browser. Please visit [www.laborlawyers.com/FMLALeaveApp](http://www.laborlawyers.com/FMLALeaveApp) for links to download the Android and iOS versions, or to launch the web browser version on your computer. The app features include:

- A choice of the four FMLA measuring periods: Rolling Backward, Rolling Forward (from the start of leave), Calendar Year, Fixed 12 Month Leave Year
- Ability to factor in work stoppage periods during leave requests
- Ability to factor in the number of hours per week and the days each week that the employee works
- A calculation of any accumulated leave that accrues during a leave period

The app reports the number of days of leave available, when the employee should return to work based on the new leave request, and how much leave, if any, the employee has remaining after the current leave request is completed.

The HR professional or other manager using the app can email the information directly to the employee who requested the leave. Of course, further documentation to the employee should be provided as required by the FMLA.

*The FMLA Leave App should not be construed as or relied upon for legal advice. FMLA is a complicated law and it is difficult to anticipate the various circumstances that may arise in handling requests for leave. The contents are intended for general information purposes only and are only able to calculate leaves in limited circumstances. You are urged to consult counsel concerning your own situation and any specific legal question you have.*

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## TESTING YOUR HR KNOWLEDGE

Many of us have heard by now that SHRM is now offering their own HR Credential and exam. Their first testing window is now open and over 2,000 individuals are signed up to take the exam. We thought it would be fun to put you to the test to see how you would do on these questions.

1. As part of conducting a benefits-needs assessment, the HR professional has looked at the organization's business strategy and compensation philosophy. What is the next step that should be taken?
  - a. Look at the market conditions to see what benefits competitors offer.
  - b. Determine which benefits would be included in the plan.
  - c. Conduct a utilization review to determine how benefits are used.
  - d. Determine employee needs with regard to benefits
  
2. Gainsharing is a type of:
  - a. Profit sharing
  - b. Individual incentive plan
  - c. Group incentive
  - d. Commission
  
3. What is action learning?
  - a. Simulations involving hypothetical problem-solving
  - b. Role playing
  - c. Learning and skill building while working to solve real business issues
  - d. A situation in which a group of learners debate a topic and receive feedback.
  
4. What will best position an organization to handle resignations of key leaders?
  - a. A talent pool of potential leaders from external sources
  - b. An integrated succession management and leadership development program
  - c. A focused development program for one or two key leaders
  - d. Managers who have moved through the ranks of the organization
  
5. What type of structure may have an employee reporting to more than one manager?
  - a. Front-back
  - b. Geographic
  - c. Matrix
  - d. Functional
  
6. What would indicate a cultural shift as a result of an OED initiative?
  - a. Fewer product returns due to quality issues
  - b. Summarized focus group data for management
  - c. Consensus on key cultural issues
  - d. Number of cultural assessments collected
  
7. What does "build, buy, or borrow" refer to?
  - a. Personal finances
  - b. Acquiring company vehicles
  - c. Restructuring
  - d. Methods for acquiring talent

8. How does knowledge management augment individual and organizational performance?
  - a. By creating, acquiring, sharing, and managing knowledge
  - b. By documenting HR value
  - c. By controlling Internet access
  - d. By improving the accuracy of information
  
9. What is the yield ratio of offers to final interviews?
  - a. 10%
  - b. 30%
  - c. 33%
  - d. 50%
  
10. What term is used to describe an undesirable form of engagement where employees appear engaged but do not actually feel or think in an engaged way?
  - a. Transactional engagement
  - b. Unsustainable engagement
  - c. Transitional engagement
  - d. False engagement

*Answers: Testing HR Knowledge*

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. D | 2. C | 3. C | 4. B | 5. C  |
| 6. A | 7. D | 8. A | 9. C | 10. B |

## FOR YOUR CALENDAR

Open up your Daytimers, Outlook, Palm Pilots, and all those Smart Phones. The following is a look at upcoming events, special days and other diverse and fun activities you will want to be aware of and get scheduled. **To register for our workshops, please call any of our offices, or send an e-mail to Bryse Bishoff at [bbishoff@hranswers.com](mailto:bbishoff@hranswers.com), or fax it to (503) 352-5582.**

### **JUNE**

National Safety Month, Caribbean-American Heritage Month, Men's Health Month, and Cataract Awareness Month

Because of the office move, there will be no HRA workshops this month. Be on the lookout for training announcements and an Open House invite later in the summer.

June 14      Flag Day

June 21      Father's Day  
                Summer Solstice

### **JULY**

**July 1            NO HR Lunch Bunch – Portland**

**July 3            Independence Day (observed) – Holiday – HRA Office Closed**  
                Enjoy the Holiday Weekend!

July 29          HR Lunch Bunch – Salem (CCBI)  
                Religion in the Workplace  
                12noon - 1pm

#### **Planning Ahead:**

**Sept. 17–      HR Answers Workshop – Tigard**

**Oct. 22        Beginning Supervision Series**  
                **8:30am-12:30pm**

## ON MY SOAPBOX

I am a member of a Toastmasters' group and recently attended a breakfast meeting. One of the regular features of the meetings is a section called Table Topics. One member identifies a list of four to six topics and each attendee is expected to stand and offer about sixty seconds worth of commentary on one of the subjects. It is a fun time, always sure to provide a smile, a laugh, or a moment of serious reflection as members offer their opinions on a vast array of possible topics.

This particular moment, one of the topics was about the situation in the Middle East and whether members thought that one course of action or another was the best way to resolve the difficulties presented by terrorist groups. Fortunately, I wasn't the first to have to speak. There were several people ahead of me so I had a moment or two to determine what I wanted to say. My words were not as articulate as I would have liked. I knew what I thought, but wasn't able to say it in a succinct fashion.

Many times when I leave the meeting, I leave my comments behind me, never to think much about them again, but this wasn't one of those times. I drove away from the meeting thinking that I should have, or certainly could have, expressed my thoughts much better.

What I wanted to say is this. I admire people who form an opinion based on thoughtful reflection and stick to it even though others take issue with them or strongly disagree. People who are firm in their convictions and who can withstand the pressure of others or the assaults on their thinking or integrity have a strength of character that I honor. And how is this steadfastness seen? It is often characterized as stubborn, bull-headed, and unwilling to see reality.

Conversely, I also admire people who can have a thought and belief that they hold dear, but when faced with information and rational thought are big enough or wise enough to recognize that what they originally thought might not be the best course of action. They weigh the new material they have learned and are able to change their minds when encountering evidence or options that suggests that their original belief or idea is not the best one. They are not reluctant to state that their thinking has evolved and that they have changed their mind. And how is this critical thinking process honored? It is often met with jeering, and words of criticism about being a flip-flopper or giving in to political pressures.

So what do I do with this conundrum? For me, it is the perfect example of cognitive dissonance. I admire two behaviors that completely conflict with one another. Which is the more impressive? Which is the better construct? How does one determine which is correct for which situation?

From a political perspective, this appears to be the rock and hard place that our President is in between keeping the boots of U.S. troops out of the Middle East and recognizing that the course we have been following is not working. This is only one of many examples that could be presented of this challenge. It is VERY difficult to determine when it is right to stay the course and when it is right to alter our direction because we aren't seeing the desired results.

I struggle with those who seem to think that the answers to these complex situations are easy and obvious. Maybe it is just me, but I don't think the answers are either of those. I think they are hard, impossible, and something that great minds agonize over. And maybe that is what I admire most – the fact that individuals faced with these challenges try hard to find an answer that serves the largest number of people, doesn't compromise their basic values, and represents an action that does the least harm to all. Anytime I am struggling a bit with the challenges that occur in my life, I think about those who must make decisions that impact literally millions of lives and I breathe a sigh of relief that my situations do not carry that burden. It must be nearly impossible to know that there is no one right answer and that each action taken has the potential of monstrous consequences.

- Judy Clark, President



"Whatever the Question"

PLEASE FEEL FREE TO VISIT OUR WEBSITE:

[WWW.HRANSWERS.COM](http://WWW.HRANSWERS.COM)