



advantage



Table of Contents

HALLOWEEN HOW TO'S 2

RELIGION IN THE WORKPLACE: WHAT EMPLOYERS NEED TO KNOW 2

TIPS FOR A SUCCESSFUL ADA INTERACTIVE PROCESS 4

5 QUESTIONS YOU SHOULD ASK ANY ACA VENDOR 6

HR LINK 6

Q & A 7

THOUGHTS TO THINK ABOUT 7

BUSINESS NOTES 8

STAFFING NOTE 8

REMINDER - VETERANS DAY 8

HR BY THE NUMBERS 9

CLIENT NOTES AND ACCOLADES 10

FOR YOUR CALENDAR 11

ON MY SOAPBOX 12



advantage



HALLOWEEN HOW TO'S

Halloween is supposed to be harmless fun, but allowing costumes at work is, at best, a tricky treat for employers. For those planning a celebration we suggest that you:

Communicate costume guidelines in advance. Remind employees they are still at work, and they still have to act professionally and be dressed appropriately.

Be sensitive to subtleties. Political costumes and those depicting other cultures or religions could be considered disrespectful.

Reflect on previous Halloweens. If you've allowed Halloween costumes before and most workers did not participate, this practice might not fit the organization's culture.

Consider other celebration options. A potluck might be an alternative to a costume party. Some employers allow children of employees to go trick-or-treating in the workplace. You could even have an office decoration contest.

Be prepared to discipline if necessary. After you've issued guidelines, let employees know that infractions could result in corrective action and be consistent in your approach. Just because it's Halloween doesn't mean the sexual-harassment policy is not to be followed.

Model good behavior. Immediate supervisors should set an example by acting professionally while doing their job and immediately address any costume-related challenges.

RELIGION IN THE WORKPLACE: WHAT EMPLOYERS NEED TO KNOW

Ramadan, Kwanzaa, Hanukkah, and Christmas all occur at the end of the calendar year—not to mention Las Posadas, Three Kings' Day and Winter Solstice!

Employers, HR professionals, and managers struggle with how to celebrate these holidays, recognize the diversity of religious beliefs and practices, and consider the issues of non-religious employees who do not partake in these holidays. Should a Christmas tree be placed near the reception desk? A menorah? Both? Or perhaps nothing at all?

A Gallup poll states that 90% of American adults say that religion is either very important or fairly important in their lives, but with that, arises workplace conflicts. Charges of religious discrimination in the workplace have risen 43% since 1990. This has led to a piece of pending legislation in Congress called "The Workplace Religious Freedom Act," which will place an increased burden on employers to meet employee requests for religious accommodation.

Should employers take note of all of this? Most definitely. And why? It's not just because of the legislation or the legal implications. It's also because it will make your workplace more productive. It's because religion may be the most important element in your employees' personal lives and it needs to be respected as such.

What can employers do to accommodate religious expression and observance by employees? Fortunately, such accommodations involve minimal costs, but they do require managerial planning.

- Substitute or swap shifts for employees who request time off for religious reasons.
- Provide flexible scheduling during the day. Allow flexible arrival and departure times, as well as flexible work breaks. Even allow employees to exchange meal breaks for an early departure from the office, if this won't compromise wage and hour laws.

- Add a floating holiday or two that your employees can use to satisfy religious duties without disrupting schedules. If you do not offer a floating holiday option, this would be a great time to introduce this benefit to your employees and really give them something to celebrate, and if you choose, you can do this for just this year to see how it works for the organization and the employees.

As many of you know, HR Answers has a “hotline” for clients to call in with their questions. Here are a few that apply to this articles topic:

How far must you go to accommodate a religious employee’s dress or personal appearance?

Head coverings, robes, and religious insignias may deviate from employer dress codes and from co-worker expectations. In these circumstances, it’s appropriate to reevaluate the workplace dress code. In the past, organizations have been sued for forbidding religious dress or head coverings, long hair or beards, and other tokens of faith, and they have lost! Regardless of local and state jurisdictions, the courts are unlikely to be sympathetic to an employer who makes an issue of religious dress - especially if the employee’s personal appearance does nothing to interfere with business operations.

Is it okay for employees to share their religious beliefs with co-workers?

Proselytizing in the workplace can be a problem area. Members of many religious faiths believe their responsibilities include evangelizing their beliefs to others, and some may take advantage of the holidays to carry out their mission. An employer has the right to limit conduct that interferes with work. However, a ban on any discussion relating to religion would almost certainly run afoul of Title VII, a portion of the Civil Rights Act that allows for freedom of religious expression. An employer does have the right to enforce a legitimate, non-discriminatory policy prohibiting the discussion of non work-related issues that other employees find offensive or writing a policy about where (lunchroom) and when (lunch and paid breaks) this type of conversation can be held.

What can an organization do to celebrate the holidays together?

There’s a right and wrong way to do it, but you can make the most of holidays with your employees. Holiday events are a great way to reduce stress, build teams, and help shape a positive culture.

Here are some tips:

- Make an effort to avoid major religious holidays when planning major work-related projects and deadlines.
- Use common sense when planning holiday communications and parties. Not all employees celebrate Christmas or appreciate Christmas cards, although most employees do like to socialize. Substitute the words “New Year’s,” “End-of Year,” or “Holiday” for “Christmas” when sending out invitations, cards, and even giving out bonuses.
- Instead of bringing in a Christmas tree, invite your employees to decorate an area of the office with ornaments from their faiths or ethnic backgrounds. A friendly display can be a great way to recognize the diversity of religious practices and customs in your workforce. This can also be done with different ethnic or cultural food dishes, games, stories, etc. during an employee potluck.
- Instead of exchanging gifts, plan events that will make your employees feel good. Collect canned foods for your local food pantry. Donate money to a local charity in the organization’s name. Contact a local social service agency for information about a needy family, then collect and buy gifts for the family’s children.

Be sensitive, respectful, and understanding of your employee’s beliefs. It’s important that all your employees are treated fairly and are comfortable in the workplace – for everyone’s benefit!

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.

TIPS FOR A SUCCESSFUL ADA INTERACTIVE PROCESS

Dealing with issues related to accommodation requests at work can be a daunting task—even for the most seasoned HR or legal professional. The path to a successful interactive process and a meaningful analysis of an accommodation request is fraught with landmines at every turn.

Though professionals are required to use judgment and perform an individualized assessment for each accommodation request, there are some protocols employers can use as a guideline each time the need arises.

When faced with an accommodation request, employers can follow this eight-point checklist to make the interactive process more manageable:

1. **Process and People.** Review your policies and practices and ensure that someone is assigned to interact with requesting employees. Ensure the individual is thoroughly versed on ADA requirements.
2. **Communication.** Communicate with requesting employees immediately and document the communications.
3. **Employer Documents.** Collect documents that define the essential job functions and any other important information.
4. **Employee Documents.** Ask for all necessary medical documents that explain the restrictions created by the employee's disability or medical condition.
5. **Medical Opinion.** Get employee permission to contact the medical provider; send them the detailed Job Description; and ask what restrictions or limitations exist so that possible accommodations can be explored.
6. **"Match" Analysis.** Analyze whether there is a "match" between the restrictions and the job duties (and/or department or organization).
7. **Explain Decisions.** Document your accommodation analysis (whether it is granted, denied, or you offer an alternative).
8. **Follow-up.** Stay in contact with the employee to ensure effectiveness.

Process and People. Ensure your organization has a consistent, streamlined process for handling accommodation requests. Review your policies regularly to ensure that they are up-to-date and provide employees with clear guidelines on the steps necessary to make an accommodation request. In these guidelines, be sure to explain who will oversee the process on behalf of the organization, as employees often do not know with whom to speak to start the interactive process. Ideally, you will select one or more individuals to oversee this process. The selected individuals should understand legal compliance issues; be familiar with your policies, practices, and business philosophies; and understand the practical components of disability accommodations.

Experienced professionals who oversee the interactive process and analyze reasonable accommodation requests will know when the duty to begin this process is triggered and will understand the legal ramifications of failing to meet federal and state legal requirements. They also know that legal compliance is only one piece of this complicated puzzle. An experienced disability professional also understands the practical nuances that go beyond legal compliance.

Communication. The interactive process requires that both employees and employers communicate in good faith. This communication should be a true conversation—one that is mutual (not one-sided), reasonable, timely, and ongoing. It is best not to view this process as an obligation (which, legally speaking, it is), but rather as an opportunity to connect with employees to determine whether there is a solution that will allow the employee to perform his or her job and allow the organization to retain a productive and committed employee. This means the organization needs to also ensure that there is a clear record of all communications with the employee. These communications may occur via email, memo, letter, or even text message. Of course, communications with employees will also be verbal (should always start this way) in which case employers will want to confirm what was said during the relevant conversations with a follow-up note. These conversations often require precision and it is in everyone's best interest to maintain a clear record of employee requests, the employer's analysis of the situation, both sides' responses during the communication process, and all suggested plans.

Employer Documents. There is no such thing as starting too soon on the process of analyzing an accommodation request. As soon as employers become aware of an employee's need or receive a request for an accommodation, they should begin collecting relevant information. This information will ultimately allow an employer to determine whether an accommodation exists that will allow the employee to perform his or her job. Remember that when it comes to accommodation requests, the employee (and his/her doctor) is the expert on the medical condition and its restrictions, whereas the employer is the expert on the details of the job position and the organization.

In every instance, the accommodation analysis will require the employer to have an in depth and accurate understanding of the job's essential functions. The best place to start is with the job description. Don't stop with the position description—there may be other documents that define the job duties, such as job postings, media or marketing descriptions, or performance evaluations. Employers may also want

to start looking at organizational charts to understand details related to the department in which the employee works: reporting structures, the number of employees in a particular job or position, and other such factors may prove useful in the accommodation analysis.

Beyond that, employers may need to begin collecting documents that are specific to the accommodation request. For example, if an employee is asking for a transfer, the employer may need to print a list of available positions or, if an employee is seeking an alternative schedule, the employer may need to confirm core operating hours. In short, it's helpful to become an expert on the job in question as well as the relevant department.

Employee Documents. While you are collecting relevant documents, make sure to make clear and precise request for the employee's medical documentation. Refrain from asking for medical information (such as the underlying cause for condition), but do ask for a clear description of the employee's restrictions, even if you need to make repetitive requests. Ensure that the medical provider is working with the Job Description and that the physical requirements are clearly identified! For example, a note indicating that the employee needs to work part-time would be insufficient if the job is one that requires specific hours. In this case, the employer may ask for more documentation specifying the employee's restrictions.

“Match” Analysis. Once you have collected all relevant employment documents as well as all information related to the restrictions imposed by the employee's medical condition or disability, you are ready to conduct a detailed analysis of whether the requested accommodation—or an alternative one—is a match for the employee's current job, the department in which he or she works, and the organization. In some cases, the requested accommodation will be reasonable and will effectively allow the employee to perform his/her job duties (remember that in addition to the need for reasonableness, the accommodation selected should be effective). In other cases, the requested accommodation may not work. Employers are not required to make the requested accommodation; they are simply required to make a reasonable one. In this scenario, an employer must keep the lines of communication open and think creatively to explore alternative accommodations that might solve the issue.

In some cases, the employer will not be able to find an appropriate accommodation. For example, perhaps the employee is simply not a “qualified disabled individual” (he/she cannot perform the essential functions of this or an alternative job with or without reasonable accommodation because of the restrictions imposed by his or her disability or medical condition) or perhaps the requested accommodation would cause the organization an undue hardship (note that the law imposes a very high standard to show that an accommodation would cause an undue hardship).

Remember, if you are not able to find a solution, but a decision-maker is able to find one later (perhaps during litigation), your attempts to engage in the interactive process will likely be interpreted as insufficient. For this reason, be sure to exhaust all accommodation options before determining that the organization is unable to offer the employee an accommodation.

Explain Decisions. In many cases, an organization will analyze the issue and find a solution, but fail to fully explain its actions to the employee. Even if an employer grants a requested accommodation, it should explain why it did so and indicate that it will continue to monitor the accommodation for effectiveness.

If you are unable to grant the requested accommodation, explain why you denied it and attach supporting documents if they are necessary or helpful in explaining your determination. If you offered an alternative accommodation, clearly describe that choice and why the employer chose it. Having this analysis in writing provides the employee with an easy-to-understand road map of your decision and ensures you are both on the same page moving forward.

Follow Up. The interactive process is not over simply because you made a decision about the accommodation request. Stay in touch with the employee to ensure the selected accommodation continues to be effective. Also, check in with managers and supervisors to confirm that the accommodation is still reasonable and is not causing problems. Continue to have these discussions and be sure to keep your file up-to-date to ensure clarity.

By following these steps, employers will streamline the process of receiving and analyzing requests for accommodations. Of course, employers will still be expected to use their best judgment and make individual assessments with each new request, but using these steps will simplify the process, assist with legal compliance, and help make smart business decisions.

5 QUESTIONS YOU SHOULD ASK ANY ACA VENDOR

As we have all heard, the ACA is coming...for many it is already here. However, we are hearing that people simply do not want to deal with it and would like to outsource the activity. Well, you might not be able to outsource every piece (we need to be thoughtful about co-employment on this) but you do have options. Here are a few questions you should be asking:

1. Who is responsible for **organizing** all of the data?
2. Who is responsible for the **series code calculations on line 14 & 16**?
3. How is an audit inquiry and **exchange notice** supported?
4. What is the **length and cost** to maintain records?
5. How is the **PEPM** billed?

Now that you have asked those questions, you might be thinking there are no service providers to work with. Oh contraire, there are folks you can partner with including the following who are all still taking new clients.

Todd Covert, Executive Vice President

ACA Track

www.acatrack.net

248-756-0569

todd@acatrack.net

Ryan Vohs, Sales Manager

Greatland Corporation

www.greatland.com

800-968-1099 ext. 4229

Michael Weiskirch

Employee Tech

mweiskirch@employeetech.com

MJ Rittenhouse Senior Manager, Operations & Technology

Continuon Services, LLC

404-978-7696 | Toll Free: 1-877-747-4141

Brian Reece

Tango Health

www.tangohealth.com

949-415-7743(O) or 813-732-0041(C)

breece@tangohealth.com

Lee Ann Bragg, Client Development Specialist

Worxtime

www.worxtime.com

256.274.4303

lbragg@worxtime.com

Special thanks to the folks at Willis for this information.

HR LINK

In July 1990, President George Bush signed into law the Americans with Disabilities Act which prohibits discrimination against people with disability employment, transportation, public accommodation, and other areas. With October as National Disability Employment Awareness Month (NDEAM), the Office of Disability Employment Policy is kicking off the celebration and has unveiled its new home page! Visit it to see the updated look and to access the resources and information, including NDEAM posters and ideas for ways to commemorate the month. To learn more about the Office of Disability Employment policy, visit the websites www.dol.gov/odep or [Access ODEP's NDEAM resources](#).

I-9's

They plan huge fundraising galas and celebratory parades for sports heroes, but event planning expert Hartmann Studios, Inc. made some record breaking mistakes in their I-9 paperwork. The mistakes were so egregious that the Office of the Chief Administrative Hearing Officer (OCAHO) ordered the organization to pay an astounding fine that topped \$600,000 for more than 800 mistakes.

This fine was years in the making. In 2011, Immigrations and Customs Enforcement (ICE) put the organization on notice that there would be an inspection. It took two years, but in 2013, ICE issued a Notice of Intent to Fine on several charges including:

- Hartmann failed to sign Section 2 on nearly 800 I-9 forms.

- The organization failed to produce I-9's for a dozen employees.
- Employees failed to check a box to indicate their immigration status and/or failed to sign the forms.
- Employees checked boxes claiming permanent resident or authorized to work status, but did not provide their alien registration numbers.
- Hartmann failed to complete Section 3 for employees with expired employment authorizations.

According to ICE, there was an error rate of approximately 90%! The organization tried to downplay the gravity of these mistakes, but the OCAHO vigorously disagreed, saying some were violations of the most serious kind.

The take-away from this organization's experience is that it pays to do self-audits. It's essential that you ensure your HR employees are completing all mandatory forms and completing them correctly. It is not a good idea to discover the problem when ICE knocks on your door.

Q & A

Q: For the past five years we have had a “probationary period” for the first 90 days of employment. We have recently been advised that this should be termed an “introductory period.” Why should we change it?

A: There are basically two reasons to change the language. First, the term “probationary period” can be seen as an implied contract, negating the at-will rights employers try so hard to maintain. The implication is that once an employee completes a “probationary” period, they will be retained no matter what. It is also very important that you do not call an employee who has completed the introductory period a “permanent” employee. We recommend they become a “regular” employee. The term “permanent” implies that they will always be with the organization. We also recommend that you have in your policies a disclaimer that the transition from the introductory period to a regular employee does not alter the at-will employment relationship in any way.

Another good reason not to use the term “probationary” for new hires is that this terminology is often utilized in the corrective action process when an employee is not performing to standards. Having two completely separate periods referred to by the same terminology can be very confusing or even misleading; therefore, our suggestion is to re-name the initial period introduction or orientation.

You may simply want to refer to this period as the “Benefits Waiting Period” if that is its purpose.

THOUGHTS TO THINK ABOUT

“Love what you have. Need what you want. Accept what you receive. Give what you can. Always remember, what goes around, comes around...”

– *Unknown*

“Just remember, there is someone out there who is more than happy with less than what you have.”

– *Unknown*

“The biggest failure you can have in life is making the mistake of never trying at all.”

– *Unknown*

“Life has two rules: #1 Never quit. #2 Always remember rule # 1.”

– *Unknown*

“No one is going to hand me success. I must go out and get it myself. That's why I'm here. To dominate. To conquer. Both the world and myself.”

– *Unknown*

BUSINESS NOTES

Due dates changing for business tax returns. Changing the due dates for C corps, S corps and partnerships to file business tax returns is included as a revenue-raising measure in the Surface Transportation and Veterans Health Care Choice Improvement Act of 2015. The changes are generally effective with respect to returns filed after December 31, 2016. The new due dates should make it easier for taxpayers to gather information needed to file their tax returns.

The law also makes changes to the Affordable Care Act return due dates for C corps. C corps will file Form 1120 by the 15th day of the fourth month after the end of their fiscal year, instead of by the 15th day of the third month.

Exceptions: C corps with fiscal years ending on June 30 have until tax years beginning after December 31, 2025, to comply with the new due date. Also for tax years beginning after December 31, 2015, a six-month filing extension (now three months) is generally available to fiscal-year C corps.

Exceptions: For tax years ending before 2026, calendar-year C corps may request a five-month filing extension; C corps with fiscal years ending on June 30 may request seven-month filing extensions.

Return due dates for partnerships and S corps. Calendar-year partnerships will file Form 1065 and S corps will file Form 1120S by March 15, instead of April 15. Fiscal-year partnerships and S corps will file by the 15th day of the third month, instead of the fourth month, after the end of the fiscal year. Partnerships may request a six-month filing extension through Sept. 15.

Affordable Care Act changes. For months beginning after December 31, 2013, when determining whether you are a large employer (i.e., you employ 50 full-time employees, including full-time equivalent employees), you must exclude employees who are veterans and who receive their health care through TRICARE or another veteran's health program from your employee count.

Eligibility for health savings accounts. For months beginning after December 31, 2015, employees who are veterans remain eligible for health savings accounts if they receive hospital care or medical services under any law administered by the Secretary of Veterans Affairs for a service-related disability.

Federal Contractors' Heads-Up. In February last year, President Obama signed an Executive Order that set up an enhanced minimum hourly wage for employees working for federal contractors. The Executive Order gave the Secretary of Labor the authority to determine the hourly rate for subsequent years.

The Secretary of Labor has just determined the new rate for employees starting January 1, 2016. It will be \$10.15 – a \$0.05 per hour increase. There is also a new minimum for those employees who receive tips that work for federal contractors. That amount will be \$5.85 per hour and will be effective at the same time – January 2016.

STAFFING NOTE

On October 16th, HR Answers said farewell and good luck to one of its finest employees. Tina Weber will be taking the opportunity to work in an internal HR department for a large corporation as well as to work much closer to home than she currently does.

Tina has been with HR Answers for 18 years as a consultant. Her expertise in AAP's and compensation has been invaluable to our organization over the years. Her kind spirit, helpful nature, and hard-working ethics will be deeply missed in her absence, but we wish her the very best in this new chapter of her life!

REMINDER - VETERANS DAY

Just a reminder that with November approaching, there is the new Veterans Day Law. New last year, it permits Veterans to have the day off and, if for some reason that would be unreasonable, that they can request another day off without pay. They should submit their request 21 days in advance, but each organization can decide if a shorter timeframe is permissible.

HR BY THE NUMBERS

58% of the workplace accommodations for workers with disabilities cost absolutely nothing. For other accommodations, the average cost continues to be around \$500.

In five years, Generation Z will make up 20% of the workforce. Office Team/Robert Half's latest guide revealed key insights from a survey of nearly 800 members of Generation Z including:

- 77% anticipate working harder than previous generations to have a satisfying and fulfilling career
- \$46,799 is the mean salary expectation for their first job after college
- 30% say they would take a 10-20% pay cut to work for a cause they deeply care about
- In one of the largest recoveries of overtime wages in recent years for the U.S. Department of Labor, oil and gas service provider Halliburton has agreed to pay \$18,293,557 to 1,016 employees nationwide. Investigators found Halliburton did not pay overtime to salaried oil field employees when they worked more than 40 hours in a workweek, in violation of the Fair Labor Standards Act.

Even in an era when political discourse is perpetually polarized, almost 90% of Americans agree that the federal government should do more to bolster the capabilities of U.S. workers. A Gallup poll released in September found the broad support for government efforts to improve the "knowledge or skills people develop or obtain through education, work, or other life experiences." When asked to state how much they agreed with the statement "The federal government should make it a high priority to increase the talent of our nation's workforce," 1,010 adults said they:

- Strongly agree 66%
- Somewhat agree 21%
- Somewhat disagree 5%
- Strongly disagree 6%
- No opinion 2%

A recent survey conducted by the Society for Human Resource Management (SHRM) in collaboration with Ascendo Resources, discovered that in the war for talent, employers are turning to social media sites to find and hire new talent.

The study revealed that two-thirds (65 percent) of employers have hired an employee that was sourced through such sites as LinkedIn and Facebook.

When it comes to using social media during the hiring process, employers say the top things candidates can do to their social media presence to make themselves more attractive include (in order of importance):

1. Having a complete profile including employment history, education, and skills on relevant sites (77%)
2. Keep public content professional (73%)
3. Join groups relevant to career (47%)
4. Focus posts on accomplishments and skills that are helpful to employers (39%)
5. Make frequent updates to profile (38%)
6. Only have connections and followers that are relevant to career focus (35%)
7. Link social media to email address for quick, direct contact (32%)
8. Include a professional-looking headshot (31%) Editor's note: We are concerned about this one, given that a picture can be seen as a discrimination opportunity relative to age, race, religion, and national origin.

Among those surveyed (1,000 office workers), 56% said they are either "very happy" or "extremely happy" with their current job, but that rate increased to 67% among employees who have access to free food. 48% of the respondents said that if they were looking for a new job, they would weigh company perks, including availability of snacks in their decisions. Perhaps no surprise to anyone, food at work is most important to Millennials.

CLIENT NOTES AND ACCOLADES

This month, our client information includes our usual accolades, but we would also like to take the time to acknowledge two additional organizations we have had the honor of working with over the years.

Our thoughts and prayers go out to the victims and their families of the tragedy at Umqua Community College, as well as the entire community of Roseburg as they cope with what has happened there. With every horrific story of tragedy, however, heroes emerge, and some are placed more in the public's eye than others. HR Answers would like to thank the hardworking and dedicated staff at long-time HRA client **Mercy Medical** for their ability to quickly respond and care for the injured in the wake of the incident on October 1st. In the weeks and months to come, we are sure they will rise to the occasion of the Catholic Health Initiative's mission to *emphasize human dignity and social justice as they create healthier communities*. We offer our support and appreciation for all they did to save lives that day.

Our thoughts and prayers go out to **TOTE Maritime**. Their cargo ship, the El Fargo, and its crew of 33 have been missing since Hurricane Joaquin hit the Bahamas on October 1st. We offer our condolences to the families of those who perished and to the company.

The Portland *Business Journal* recently featured HRA client **Moonstruck** in a September article about Portland Feast 2015. Moonstruck created beer bottle-shaped truffles in flavors such as porter, wheat, brown, and IPA. What a perfectly Portland treat!

On October 2nd, **Malarkey Roofing**, an HRA client, opened their doors for tours of their facility in honor of National Manufacturing Day. Homeowners, contractors, and students over the age of 16 were able to tour the plant and learn about the products and production processes that make Malarkey a leader in the asphalt roofing industry. What a **fantastic** way to celebrate an industry and educate consumers all at the same time!

The October 2015 edition of *Oregon Business* magazine published its list of top 100 best non-profits for the year. The following HRA clients made the list:

Large-Sized Organizations (50 or more employees)

- **Energy Trust of Oregon (#7)**
- **Nursingale (#9)**
- **Life Flight Network (#10)**
- **DePaul Industries (#13)**
- **OCHIN (#16)**
- **Emerald People's Utility District (#20)**
- **Wauna Credit Union (#21)**
- **Ride Connection (#34)**

Medium-Sized Organizations (20-49 employees)

- **Willamette University MBA (#3)**
- **CASA (#5)**
- **Cat Adoption Team (#30)**

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, or fax it to (503) 352-5582.**

OCTOBER

Breast Cancer Awareness, Liver Cancer Awareness, Down Syndrome Awareness, Energy Awareness, AIDS Awareness, Disability Employment Awareness, Domestic Violence Awareness, and Hunger Awareness Month.

Mental Illness Awareness Week (3-9), Drive Safely to Work Week (4-8), Depression Screening Day (7), and World Mental Health Day (10).

Oct. 28 HR Lunch Bunch – CCBI, Salem
Topic: Organization – Time & Space
12:00pm –1:00pm

Oct. 29 **HRA Workshop – Tigard**
HR - Ripped From the Headlines
9:00am – 12:00pm

Oct. 31 Halloween

Planning Ahead:

Dec. 2 HR Lunch Bunch – Tigard
Topic: Real Coaching Practices for HR
12:00pm –1:00pm

Jan. 19– **HR Answers Workshop – Tigard**
Feb. 23 **Beginning Supervision Series**
8:30am-12:30pm
(March 1st will be reserved as a make-up date should any class need to be cancelled due to inclement weather)

Coming Up:

Nov. 4 HR Lunch Bunch – Tigard
Topic: Hot Topics in HR – Open Forum for Your Questions
12:00pm –1:00pm

Nov. 18 HR Lunch Bunch – CCBI, Salem
Topic: Older Workforce
12:00pm –1:00pm

Nov. 18 **UEA and HRA Workshop – Tigard**
Safety Series – Class 3
Hazardous Communication & OSHA 300 Logs
9:00am – 12:00pm

Nov. 19 **HRA Workshop – Tigard**
Getting Organized
8:00am – 12:00pm

ON MY SOAPBOX

There is a quote I like. I use it as a reminder that just because I have been successful at something, doesn't mean I should continue the same actions or behavior. The quote is "The things that are hardest for us to change are the things that have made us successful thus far."

As an example, if someone has been very good at talking as a sales person, and they are promoted to Sales Manager, it may be more important that they learn to listen. There are many attributes that will get people some distance in their lives, but won't get them further up the career ladder or will not serve them well in family or community service situations.

It is so hard to give up those things. They contribute to our sense of accomplishment, our sense of self-confidence, and our sense of who we are and what we excel at. They can also be what stops us from achieving even more, because those traits are not what are needed as we advance or change our roles and responsibilities.

There are two aspects of this that we need to address. The first is to identify what the new success characteristics are and the second is to break the habit that we have become so accustomed to relying on. Both of these are difficult. To accomplish the first, we need to look at others who we think are highly successful in the role that we are going to assume. We must not rely solely on what those individuals tell us, we need to also talk with people who have positive things to say about that other individual. We need to assess what is it that they do that makes them so effective in this role. What behaviors do people comment on when they are praising that person? By talking with the individual and others that are nearby, we can learn what contributes to their success; and then we can determine what we need to change to be more like our role model.

Once we have figured out what positive new behaviors are needed, then we can determine what we need to change in ourselves. Next comes the second difficult task. We need to break the habits that no longer serve us well, and instill in ourselves new ways of thinking and acting that will assist us in achieving success in our new position.

Some experts say that it takes 30 days to build a new habit. I believe it depends on how long you have relied on that habit and how much it is integral to who we think we are. Some habits are incredibly difficult to move away from. Just ask me, and I will tell you how hard some of them are to break and how much I am not yet where I want and need to be, but if we want to be viewed as effective and successful in our new responsibilities, we have to grow and develop our skills and our intellect. That means we have to leave some things behind, even if they served us well in the past.

And isn't that what growth and development are – moving forward to advance our abilities and our sensibilities?

- Judy Clark, President



ANSWERS, Inc.
"Whatever the Question"

PLEASE FEEL FREE TO VISIT OUR WEBSITE:

WWW.HRANSWERS.COM