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Table of Contents

ARE YOU OVERLOOKING IMPORTANT CLUES WHEN HIRING A NEW EMPLOYEE? 2

TWO NEW FEDERAL MANDATORY UPDATES!..... 3

DOL INCREASES MONETARY PENALTIES FOR BREAKING LABOR LAWS..... 3

EXECUTIVE ORDER 13673 - FAIR PAY AND SAFE WORKPLACES 3

REINFORCE YOUR POLICY ON DISTRACTED DRIVING 4

401(K) FEARS..... 5

PAY INCREASES FOR 2017 5

IT ISN'T A "HOSTILE WORK ENVIRONMENT"..... 5

HR BY THE NUMBERS..... 6

THOUGHTS TO THINK ABOUT 6

CLIENT ACCOLADE..... 7

"STICKINESS" – SKILLS RETENTION & SYNTHESIS 7

FOR YOUR CALENDAR..... 9

ON MY SOAPBOX..... 10



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ARE YOU OVERLOOKING IMPORTANT CLUES WHEN HIRING A NEW EMPLOYEE?

Hiring processes vary from organization to organization and even from hiring manager to manager. Most include an application, face-to-face interview and some kind of background/ reference check. While these are all very important parts of the process, there are several other key indicators, which often get overlooked by recruiting managers. Here are six additional factors to consider when hiring new employees:

Positivity. Many studies show optimistic people are more successful for a variety of reasons including higher productivity and better team morale. As you ask questions, does your candidate frame the responses positively or in a negative, complaint-like tone? As you go through the interview, are there general feelings of optimism about their potential future with your organization or is a negative cloud hanging over the discussion? In an interview situation, even the most pessimistic individual should show a higher degree of optimism and positivity. Look at the entire interview and rate the discussion's positive tone on a scale of 1 (worst) to 10 (best). If the score comes in lower than a 7, you should pause and evaluate this candidate further.

Written Communication. Review all written communication from each candidate. In cover letters, emails and other communications, how do they present themselves to others? Don't just look at writing skills but also tone. For example, we are currently working on a search for a CFO position. The strongest candidates stand out with a well-written email introduction in a humble, excited tone explaining briefly why they are interested in the position and why they feel they are qualified. In contrast, some have simply sent their resume with a "My CV is attached for the CFO position" email. In our experience, each piece of correspondence from a candidate represents the kind of work and communication you can expect from them in a professional setting.

Follow-up. In business, follow-up is critical on a number of levels. Therefore, every hiring process should include an evaluation of each candidate's follow-up along the way. Did the candidate send a thank you email immediately following their interview? What did it say? How was it written? Did they address each interviewer differently? If you asked for follow-up materials such as references, how quickly did they respond? Were they prompt in returning your phone calls? These are all early indicators of their work ethic and work patterns.

Voicemail. In our experience, little things like voicemails can tell you a lot about an individual in a short period of time. Does his/her tone and message match what you'd expect from someone on your team? For example, we once called a candidate for a front desk service representative position and their outgoing voicemail message said, "leave a message and if I like what I hear, I might call you back." Not exactly the kind of tone and message anyone would want to hear when staffing a front desk position.

Presentation. Candidates typically give you what they perceive as their best presentation in a job interview so what you see is typically a notch above what you'd expect on a daily basis. How did they dress? Was it appropriate and tasteful? How did they present themselves overall?

Professional Courtesy. Most candidates know to smile when the camera is on; however, how do they act when the camera is not on? How do they treat the receptionist and other coworkers while they wait for you in the lobby? Were they friendly, polite and courteous to everyone? Were they respectful of your time by showing up on time for the interview?

Take a look at your hiring process and plan to build in a place for you to look closer at these hiring clues. Involve your team in helping you evaluate staffing candidates in each of these areas. Here's another little hint: if you're a candidate, make sure to hit the mark on all of these factors throughout your job search!

TWO NEW FEDERAL MANDATORY UPDATES!

The Fair Labor Standards Act (FLSA), aka Minimum Wage, notice has been revised based on upcoming changes to the rules. Among other minor revisions are three major revisions. First, the new notice advises that nursing mothers who are subject to the overtime requirements of the FLSA be provided reasonable break time to express breast milk and a place to do so, other than a bathroom, which is shielded from view and free from intrusion by coworkers or the public. Second, the enforcement provisions have been significantly revised explaining additional penalties for violations of the law. Third, the new notice addresses the misclassification of workers as “independent contractors” when they should be considered employees under the law.

On the federal front, 2016 The Polygraph Protection Act notice has also been revised. There is a new QR Code and other cosmetic changes. Despite the lack of significance of these changes, the Department is deeming it a mandatory update.

This is a substantive change and an updated Federal V2.0 poster is required. Employers must display revised posters as of August 1st so if you have not already done that, here is another item on your to-do list.

DOL INCREASES MONETARY PENALTIES FOR BREAKING LABOR LAWS

Employers face higher fines for minimum wage, OSHA, and posting violations. An interim final rule released June 30 by the Department of Labor outlines increases to the fines employers will pay for violating wage and hour and safety laws.

The rule, published in the Federal Register on July 1, increases penalties under the Federal Civil Penalties Inflation Adjustment Act Improvements Act of 2015. The Act amended the Federal Civil Penalties Inflation Adjustment Act of 1990, and requires agencies to update their civil monetary penalties.

The rule includes fine increases for violations of the Fair Labor Standards Act (FLSA). Under the final rule, the penalty for:

- A repeated or willful violation of minimum wage or overtime laws increases to \$1,894 per violation.
- A child labor violation increases to \$12,080.
- A child labor violation resulting in serious injury or death increases to \$54,910.
- A willful or repeated child labor violation resulting in serious injury or death increases to \$109,820.

A number of posting penalties will also increase. Under the final rule:

- The penalty for each willful violation of the Family and Medical Leave Act (FMLA) posting requirement increases to \$163 for each separate offense.
- Employers who violate the Occupational Safety and Health Act (OSHA) posting requirement face a maximum penalty of \$12,471.
- The penalty for any violation of the Employee Polygraph Protection Act (EPPA) of 1988 increases to \$19,787.

EXECUTIVE ORDER 13673 - FAIR PAY AND SAFE WORKPLACES

Federal Contractors: Are you ready for your Assessment? On August 25, 2016, the Department of Labor (DOL) and the Federal Acquisition Regulatory Council (FAR Council) issued the final rules and guidance documents related to Executive Order 13673, also known as the “Fair Pay and Safe Workplaces” or “Bad Actor” order. (See links below.) The two documents will be utilized by DOL and federal contracting agencies to determine which covered contractors provide basic protections to their workers. They also create a process established to help contractors remain compliant with labor laws. Thankfully, the DOL will be offering a pre-assessment service to those seeking it.

Structurally, the mandate has the following three main parts. First, covered Federal contractors must report any violations of the 14 identified labor laws or executive orders and/or their equivalent state laws, except for (as defined in guidance issued by the Department of Labor). Though this requirement becomes effective this year on October 25, 2016, the government has established a phased-in approach for the hefty reporting requirements. Second, pertaining to pay transparency, each covered contractor must issue federally prescribed wage statements to their employees. Third, covered contractors must adhere to pre-dispute arbitration agreement requirements.

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.

As always with contractual obligations matters, please work closely with your legal counsel in structuring a reporting system that satisfies both the contract requirements as well as ensures that your organization has limited as much legal exposure as possible. The DOL has issued the following important dates announcements related to the executive order.

Phased-In Implementation Schedule

- **Week of September 12, 2016:** Pre-assessment begins, through which current or prospective contractors may come to DOL for a voluntary assessment of their labor compliance history, in anticipation of bids on future contracts but independent of any specific acquisition.
- **October 25, 2016:** The final rule takes effect. Mandatory disclosure and assessment of labor law compliance begins for all prime contractors under consideration for contracts with a total value greater than or equal to \$50 million. The reporting disclosure period is initially limited to one (1) year and will gradually increase to three (3) years by October 25, 2018.
- **January 1, 2017:** The Paycheck Transparency clause takes effect, requiring contractors to provide wage statements and notice of any independent contractor relationship to their covered workers.
- **April 25, 2017:** The total contract value threshold for prime contracts requiring disclosure and assessment of labor law compliance is reduced to \$500,000.
- **October 25, 2017:** Mandatory assessment begins for all subcontractors under consideration for subcontracts with a total value greater than or equal to \$500,000.

Pre-assessment: Starting the Week of September 12, 2016. Independent of a specific acquisition, any current or prospective government contractor may voluntarily contact the Department of Labor to request an assessment of their record of labor law compliance. Using DOL Guidance, the Department will assess whether any of the prospective contractor's violations are serious, repeated, willful, or pervasive; and whether a labor compliance agreement may be warranted. If a contractor that has been assessed by the Department of Labor subsequently submits a bid, and the contracting officer initiates a responsibility determination of the contractor, the contracting officer and the Agency Labor Compliance Advisor (ALCA) may use the Department's assessment that the contractor has a satisfactory record of labor law compliance unless additional labor law violations have been disclosed.

Benefits of Participating in Pre-Assessment. As Pre-assessment is not associated with a specific acquisition, it is a proactive and voluntary way for current and prospective government contractors to be reviewed on labor compliance history. Participating in Pre-assessment:

- Provides current and prospective contractors the opportunity to be assessed on their labor law compliance history, and how it would be reviewed as part of the acquisition process
- Serves as a proactive and voluntary measure if there are labor law compliance history concerns, because the contractor can develop a labor compliance agreement and start taking steps to mitigate issues before there is a specific acquisition
- Will be considered in future acquisitions as a mitigating factor when submitted by the contractor

The Pre-assessment phase is an ongoing period, which means it does not end when the FAR Rule takes effect on October 25, 2016.

More information regarding the actual Pre-assessment process will be published on the pre-assessments page during the week of September 12, 2016. The link regarding the pre-assessments can be found below.

Helpful Links

Executive Order: <https://www.whitehouse.gov/the-press-office/2014/07/31/executive-order-fair-pay-and-safe-workplaces>

Final Rules: <https://www.federalregister.gov/articles/2016/08/25/2016-19676/federal-acquisition-regulation-fair-pay-and-safe-workplaces>

Guidance: <https://www.federalregister.gov/articles/2016/08/25/2016-19678/guidance-for-executive-order-13673-fair-pay-and-safe-workplaces>

Pre-assessments: <https://www.dol.gov/asp/fairpayandsafeworkplaces/PreAssessment.htm>

REINFORCE YOUR POLICY ON DISTRACTED DRIVING

New cars come with a variety of gadgets and instruments to make driving safer. Back-up cameras, airbags, self-braking systems, and audible alarms abound. However, car crash deaths are climbing. And it all appears to be because drivers are distracted and not watching the road. And the car crash deaths are not the only thing that is increasing. So too are the injuries. Matt DeLorenzo, managing editor for Kelley Blue Book, says, "It's a complicated situation because cars are definitely getting safer, but you could have all the air bags and warnings in the world and if you're not paying attention something bad can happen." Traffic deaths which had been going down for years began to escalate in 2014. About 19,100 people have been killed on US roads since January and 2.2 million were seriously injured. The biggest distracters appear to be smartphones and infotainment systems.

Employers with driving employees need to have a serious conversation about the perils of driving. It won't be enough to simply have a policy that tells employee to refrain from using their phone or other systems while driving. Using an incentive program that pays out for a year of no accidents, inviting other drivers to comment on how your employees are observing the rules of the road, and installing some of the new devices that track driving habits and speed might make a bigger impact and save some of your employees from harm or death.

401(K) FEARS

A survey of small and midsize employers showed that 38% of them are concerned about the risk associated with their 401(k) plans. The fears are about being drug into court by a lawsuit or a class action suit. The fears are all about the employers' fiduciary responsibilities. More organizations are turning to financial advisors so that they will be further away from any investment advice which may turn out to be wrong causing employees to lose value in their account. The respondents in the survey said that 23% of looking to change advisors. This is a new high! Also, employers are considering winnowing the number of investment options that are provided due to employee comments that they simply cannot make good decisions when there is a dizzying number of investment choices. Employers also said that they were looking for investment options that would provide higher rates of return for their employees.

If you are considering a change, then we suggest that you have a committee with employees participate in the process so that it is not all employer controlled.

PAY INCREASES FOR 2017

The pay increase forecasts are beginning to be published. One of our favorite sources just released their data. Compensation Resources, Inc. says that their survey results suggest that there will not be a big change from previous years. The overall data shows the following changes:

<u>TYPE OF EMPLOYEE</u>	<u>2016 Forecast</u>	<u>2016 Actual</u>	<u>2017 Forecast</u>
Executive increases	2.8%	3.0%	2.8%
Management Increase	2.8%	2.8%	2.8%
Exempt Increases	2.8%	2.6%	2.8%
Nonexempt Increases	2.6%	2.6%	2.6%
Hourly Increases	2.7%	2.6%	2.6%

These numbers include organizations that reported zero increases so the organizations that actually increased pay might be .1 or .2 percent higher.

Our advice is to think about the market you compete with, what your organization was able to do during 2016, and what your vulnerability might be. By considering these things, you should be able to make a reasonable decision about budgeting for next year. We have some industry and local data for any organization that would like a breakdown to guide your pay increase thinking. Just give us a call.

IT ISN'T A "HOSTILE WORK ENVIRONMENT"...

Given that hostile work environment harassment was fully defined in 1986 with the *Brown v. the City of Guthrie* case, it is amazing that there is still so much uncertainty about what is or what isn't harassment. We get calls more often that we wish telling us that there is a complaint regarding harassment in their organization. That typically means that an investigation is needed and that we are being asked to assist them to ensure objectivity.

One of the first things we try to determine is whether the situation even looks like harassment. This means that we need to ask a few questions. They go something like this:

- Has the behavior you are concerned about happened more than once? *Unless the behavior is very severe, it must be repeated to be considered harassment.*
- Is the cause of the behavior the fact that the target is a member of a protected class? *Each of us is a member of a few protected classes because we are all of some age, all of some race, all of some national origin, etc. But the cause of the "bad" behavior has to be because of that protected class status or it isn't harassment. If the behavior is because of someone's skin color, religion, or advancing years, then it may be harassment.*
- Is the behavior interfering with the individual's work, productivity, or their emotional status? *If there is no adverse impact on the targeted employee, then it may not be harassment because harassment must be pervasive, severe, and create a hostile work environment which affects the employee's ability to do their job.*

It is that phrase “hostile work environment” that gives most people the impression that something they don’t like is harassment. When we get the calls, the person calling almost always says that someone is complaining of a hostile work environment. Because of the general nature of those words, it suggests to employees that when someone is mean with them, is sarcastic with them, is rude with them, that they are being harassed because the behavior feels like a hostile work environment to them.

But the term “hostile work environment” is a term of art within the legal system. It describes one type of harassment. The other type is quid pro quo which is the most serious of the complaints because it suggests that the individual’s employment is being held hostage unless the individual does what the harasser wants (engages in sexual activities, etc.). Everyone seems clear on what quid pro quo is, but there is significant murkiness around hostile work environment. Because it was first defined in 1986 and it is still occurring far more frequently than anyone would have thought, it is critical that organization management knows what it is, has policies and training to try and prevent it, and takes timely action if there is a complaint about harassment, even if the organization thinks that the behavior doesn’t rise to meet the definition. No organization should simply say that that they are pretty sure that it really isn’t harassment because the results of that can be so costly in a myriad of ways.

If you want to talk further about this, or if it is time for your annual training (are you doing this?), please give us a call.

THOUGHTS TO THINK ABOUT

People bring their minds and hearts to work. Show them you have both if you want to be an effective leader.

(Tweet This)

- Jones Loflin

The only way to change someone’s mind is to connect with them from the heart.

- Rasheed Ogunlaru

Never let yesterday take up too much of today.

- Cherokee Proverb

I am who I am today because of the choices I made yesterday.

- Eleanor Roosevelt

You can’t make up for lost time. You can only do better in the future.

- Ashley Ormon

The emotional brain responds to an event more quickly than the thinking brain.

- Daniel Goleman

HR BY THE NUMBERS

A recent survey done in concert with Aon found that 60% of employees get a pay increase that is labeled merit pay. On its own, that may not be a surprise. However the last part of the finding is. Those increases called merit pay are given *irrespective* of the employee’s performance. So here’s our question...How can it be merit pay if performance isn’t considered?

* * * *

Black and Latino women will lose more than \$877,000 and 1 million respectively over a 40 year career compared to their white male counterparts, according to a report by the national women’s Law Center.

- The Guardian

* * * *

According to estimates, workplace incivility has doubled over the past two decades and has an average annual impact on organizations of \$14,000 per employee due to loss of production and work time. When employees are mentally fatigued, it’s more difficult for them to keep their negative impulses and emotions in check, which leads them to be condescending and rude to their fellow coworkers. The study also indicated that people who are the recipients of incivility at work feel mentally fatigued. This fatigue in turn lead individuals to act incivil towards other workers. In other words, they paid the incivility forward.

* * * *

When SHRM asked the question should office dress codes be more relaxed they got the following responses –

27% said yes

5% said no because formal attire boosts confidence and performance

3% said I don't know

65% said sometimes offering casual Fridays and other breaks from business attire is sufficient.

* * * *

In a recent survey by Namely they asked about “What Perks Work.” Here are the percentages of organizations that perceive a return on investment for their offerings:

56% PTO

52% employee benefits

42% employee rewards programs

41% office environment

39% team outings

37% those yummy snacks you provide and

35% employee recognition.

* * * *

More than 70% of employees have had their food stolen at work. Is that you? WOW. This is an extremely high number. Have you looked in your refrigerators lately?

CLIENT ACCOLADE

Oak Lodge Sanitary District Does It Again. For the fourth year, Oak Lodge Sanitary District has been recognized with the National Association of Clean Water Agencies' Peak Performance Award. This award is given to acknowledge that the utility has achieved 100% compliance with its permit regarding the treatment of the public wastewater that it processes. The Award was presented in Denver Colorado at the recent national conference. This award is especially an honor because this is the fourth year in a row that the District has been recognized for attaining this challenging goal. The CEO of the national association said that Oak Lodge is an “outstanding” example of environmental efforts and he was “honored to showcase” OLSD's exemplary work.

“STICKINESS” – SKILLS RETENTION & SYNTHESIS

How do we get training to stick? It's a question asked by many organizations. Experts have long agreed that the interminable hours spent in long dissertations and lectures are as ineffective as they are tedious. And with today's training culture so focused on measurability, the question of skills retention and synthesis, or “stickiness,” is more relevant than ever.

There are several criteria to creating stickiness in training:

1. Train using visual, auditory, kinaesthetic, and tactile tools.
2. Make skills relevant and related.
3. Use short classes and short modules.
4. Keep the message consistent and repeat the message often.
5. Provide the learner with motivation.
6. Provide the learner with confidence.
7. Provide the learner with support and encouragement.
8. Provide the learner with feedback.

Stickiness, as it relates to training, essentially involves two different elements – retention of the information being presented; and synthesizing the skills – putting them into practice in a live environment. They are two quite different concepts, and one does not necessarily follow the other. Training that actually translates into habitual behaviors in a live environment, therefore, must address both what people know and what people do.

advantage

As you may know, HR Answers, Inc. offers a variety of on-site programming. Our clients ask about our monthly workshops and whether the programming can be offered in other venues. The answer is an easy “Yes.” Nearly any topic that HR Answers offers can be presented at your choice of location and adapted to fit your organization’s goals and objectives. For a listing of program topics, visit [our website](#).

As you plan and budget for 2017 here are five thoughts about bringing training on-site.

1. *Flexible Scheduling*
You pick the day and amount of time based on your needs.
2. *Maximize Training Dollars*
There is minimized downtime for participants, and groups of 10 offer the organization a better ROI.
3. *Content Customized to Meet Group or Organizational Goals*
To provide the right kind of education with material, exercises, and discussion that will make a difference to the audience with the opportunity to include organizational specifics to the process.
4. *Same Information at the Same Time = On the Same Page*
Create the desired organizational culture by ensuring employees hear a consistent message.
5. *Results to Take Back on the Job Right Away*
Real life work examples, application, tips, and planning are used to ensure learning.

Some of our most popular programs include:

- Respectful Workplaces
- Effective Supervision
- Improving Communication
- Performance Management/Documentation
- Conflict Management
- Diversity
- Employee Recognition

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 Anna Loughlin at aloughlin@hranswers.com, or fax it to (503) 352-5582.**

SEPTEMBER

Planning Ahead

**Sept. 15 Free Workshop – HRA Office – Tigard
FLSA Rule Changes
8:30am-10:30am**

NOVEMBER

Nov. 2 HR Lunch Bunch – HRA Office – Tigard
Topic: TBD
12pm-1pm

Sept. 22 Free Workshop – PacificSource
(13010 SW 68th Pkwy.)
Addressing Employee Drug and Alcohol Abuse
9-10:30am
Register at pacificsource.com/leadershipforum/

**Nov. 10 Free Workshop – HRA Office – Tigard
FLSA Rule Changes
8:30am-10:30am**

Sept. 28 HR Lunch Bunch – Chemeketa Small Biz Center,
Salem, OR
Topic: Job Descriptions
12pm-1pm

Nov. 30 HR Lunch Bunch – Chemeketa Small Biz Center,
Salem, OR
Topic: TBD
12pm-1pm

** If you would like to receive our monthly lunch bunch fliers, please email us at hraevents@hranswers.com to be added to our email list.

OCTOBER

Oct. 5 HR Lunch Bunch – HRA Office – Tigard
Topic: Bullying
12pm-1pm

** If you would like to receive our monthly lunch bunch fliers, please email us at hraevents@hranswers.com to be added to our email list.

**Oct. 12 HRA Workshop – Tigard
Getting Organized
8-12pm:**

**Oct. 13 Free Workshop – HRA Office – Tigard
FLSA Rule Changes
2:30am-4:30pm**

Oct. 26 HR Lunch Bunch – Chemeketa Small Biz Center,
Salem, OR
Topic: Bullying
12pm-1pm

** If you would like to receive our monthly lunch bunch fliers, please email us at hraevents@hranswers.com to be added to our email list.

ON MY SOAPBOX

If you have been watching Twitter lately, you know that there has been a series of messages about people's first seven jobs. It appears that it was the impetus for a SHRM article advising professionals to think about that subject when conducting a job interview. <http://tinyurl.com/z4vnce5> As with many things (and something that long time readers of this column will know), I got to thinking.

One caveat before I start my dissertation...I have been working for a loooong time; so some of my initial employment may sound like something from the dark ages. I will let you all decide that.

My first job was as a clerical worker at my church. It was a volunteer position. My Mom was very good at "volunteering" my time. On Saturday, Mom would drive me to the church office with a statement about being back to pick me up in four hours. During that time I was to type the master for the following days' church service Bulletin. I would type it out on a mimeograph master trying ever so hard to make sure I didn't misspell something. If you made a mistake, you had use a special purple liquid to undo the error, and then try to get the document back in the exact spot on the typewriter to type the correct letter. It was always hard to make the correction so that it wouldn't be noticed, and sometimes it seemed impossible. Once the master was complete then it needed to be positioned on the mimeograph machine and copies made of it for distribution by the ushers on Sunday morning. I learned about being precise and ensuring a quality product by the very first position. I also learned that it was not easy to be a Secretary.

After two years of my Saturday job, my Mom found another way for me to volunteer. She thought that by having these volunteer assignments I would learn what it meant to be an employee and perhaps have an edge over other people when it came to finding a job for pay. I have to say that she was absolutely correct about that.

So the next position is one that doesn't even exist anymore. I was a Central Supply Aide at OHSU. My job was to package items for sterilization – especially the masks, syringes, and needles. Nowadays, they are all disposable, but they most certainly were not back then. Imagine if you will, a large laundry bag filled with cotton masks that just came out of the washing machine and dryer. Think about the tangle of mask strings that existed; and then think about untangling each of those and rolling up each one of them to be sterilized for re-use. And I won't even try and describe what it was like to work with the syringes and needles. Needle sticks, anyone? But I learned about attention to detail and how critical it was to the patients that this back room activity be done correctly. Their lives could have depended on the cleanliness of these instruments. Fortunately for them, I had someone looking over my shoulder to ensure that I didn't goof. I volunteered for one summer and then got paid for the next one. (Thanks, Mom!)

That job was followed by many baby-sitting assignments, including one that started when the baby was only two weeks old and her mother needed to go back to being an RN on evening shift. I learned a lot during the year I had that job. I learned about fear (fear that something would go wrong and I wouldn't know what to do with such a vulnerable infant), about caring for such a young child, and I learned how adorable babies are. It was a wonderful opportunity and one that I regard with great affection even after all this time.

I continued to baby-sit for many years, but my next new position was as a Nurse's Aide. You didn't have to be certified at that point, but I heartily endorse the training and orientation that is currently needed for that role. Once again, I was dealing with a vulnerable population. The stories are way too many to relay here, but suffice to say, I learned a ton!! I worked for five summers at different facilities while I was going to school. The reason for the movement was for experience with different types of care (rehabilitation, convalescent, acute care, etc.). My biggest take-away from those summers was a recognition of the difficulty of that work followed by a deep and abiding interest and curiosity with the healthcare industry. But there were other things I learned during these jobs:

- I saw what happened when family members were not kept in the loop about the true condition of whoever was hospitalized
- I learned that not all patients can be cured
- I learned what teamwork looked like when multiple people were needed to take care of someone
- I learned the value of just being with someone when they are hurting
- Both patients and family members taught me that we are often stronger than we think we are
- I learned that quality can be dependent on a second set of eyes for a review of medications or treatments to avoid harming someone
- And, I learned a lot about myself because each day was a challenge to my emotions and my newly developing knowledge and skills.

I am glad that the idea of including questions about the first positions someone had and what they learned or why they took those jobs are being suggested for the interview process. I also think that the first few jobs can be instructive to the individual. By looking back on those we discover things about ourselves. It even helps us reflect on our path to current employment. It may show us how far we've come, or it may be that we understand that we have always had a position that are similar in some respect. For me, this look back tells me that people in need is a common thread through all my positions. I see that more clearly now! And I encourage you to think back to those first few positions to see what you learn about yourself. I found it very revealing to chronicle my choices.

- Judy Clark, President



ANSWERS, Inc.
"Whatever the Question"

PLEASE FEEL FREE TO VISIT OUR WEBSITE:

WWW.HRANSWERS.COM