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Happy May Day!

TRUST - KEY ROLE IN EMPLOYEE ENGAGEMENT

According to the 2017 "Employee Job Satisfaction and Engagement" report from the Society for Human Resource Management, high levels of trust between leaders and employees foster engagement and vitality in an organization's culture. The top two contributors to employee satisfaction were respectful treatment of all employees at all levels (65%) and trust between employees and senior management (61%).

Studies have shown that committed and engaged employees who trust their leaders perform 20% better and are 87% less likely to leave the organization, and that high-trust organizations experience 50% less turnover than low-trust organizations. Despite the amount of evidence pointing to the personal and organizational benefits of having a high-trust culture, however, many organizations lack an intentional approach to building trust.

Trust doesn't come easily and it doesn't happen by accident. One challenge in building trust is that it is based on perceptions — one person's idea of what trust looks like in a relationship can be different from another's. So, it is critically important for leaders and organizations to establish a shared definition for and understanding of trust.

In the ABCD Trust Model, a leader's trustworthiness is composed of four elements:

Able: Able leaders have the expertise, training, and qualifications to perform well in their roles. They also have a track record of success as they demonstrate the ability to consistently achieve goals. Able leaders are skilled at facilitating work getting done in the organization. They develop credible project plans, systems, and processes that help team members accomplish their goals.

Believable: A believable leader acts with integrity by dealing with people in an honest fashion; (keeping promises, not lying or stretching the truth, not gossiping, etc.). Believable leaders have a clear set of values. They communicate these values to their direct reports and use them consistently as a model for their behavior: They walk the talk. In addition, treating people fairly and equitably is a key characteristic of a believable leader. They are attuned to the dynamics of fairness and support those principles in the workplace.

Connected: Connected leaders show they care and have concern for people, which builds trust and helps create an engaging work environment. Leaders can create a sense of connection by being willing to share information about themselves, the organization, and by trusting employees to use that information responsibly. Taking an interest in people as individuals shows that these leaders value and respect their staff. Praise and recognition are a vital component of being a connected leader who acknowledges the contributions of staff while reinforcing trust and goodwill.

Dependable: Being dependable and maintaining reliability is the fourth element of trustworthiness. One of the quickest ways a leader erodes trust is by not following through on commitments. Leaders who do what they say they're going to do earn a reputation of being consistent and trustworthy. Maintaining reliability and dependability requires leaders to be organized so that they can follow through on commitments, be on time for appointments and meetings, and get back to people in a timely fashion. Dependable leaders also hold themselves and others accountable for following through on commitments and taking responsibility and ownership for their work.

The trust one places in a leader comes in two forms: cognitive trust and affective trust. Cognitive trust is based on the confidence one has that a leader is able and dependable. This is trust from the head, where rational thought and experience rule. Affective trust, or trust from the heart, is formed by emotional closeness, empathy, or friendship. It aligns with "Believable" and "Connected" in the ABCD Trust Model. An effective leader is able to do and apply both in the workplace.

Next Step for Leaders. When looking to create a culture where trust flourishes and employees are passionately committed to their work, leaders should examine how the ABCDs of trust are modeled in everyday behaviors. Leaders (and organizations) should ask themselves the following questions:

Does our culture allow individuals to find meaning in their work, their roles, and our organization's purpose?

Are policies, procedures, benefits, and compensation transparent and equitably applied to all?

Does our organization provide growth opportunities? Do our feedback process allow individuals to improve?

Do individuals understand what is expected of them and have a reasonable amount of autonomy when engaging in projects and tasks?

Does our organization provide opportunities for individuals to collaborate with others?

Are job roles balanced and reasonable, with enough variety to challenge people to perform at optimal levels?

Does our organization have an intentional approach to building trust?

While it may seem daunting to address and incorporate the ABCDs of trust into the workplace, organizations that do so will be rewarded by trustworthy and passionate employees dedicated to creating devoted customers, achieving sustainable growth, and increasing profits for the organization.

To learn more about building trust with in the workplace, consider reading The Speed of Trust by Steven Covey.

EFFECTIVE HIRING

Hiring the right person for the job does not come naturally to everyone, not even to the most accomplished HR professional and recruiter. Without the right team, the leader is powerless. So what can you do to increase the odds that your hiring is effective?

- **Hire for Character, Alignment, and Competence.** Functional skills and experience constitute **"Competence,"** which is the easiest to screen for and is often the sole criterion upon which candidates are chosen. Yet failure in the job is rarely based on a lack of competence. It is usually because of the other two criteria. **"Character"** refers to work ethic, professional honesty, absence of hidden agendas, the courage to speak up, and enough humility to admit when one does not have all the answers. It is also a part of effective leadership, insofar as the latter requires respect for others and a strong drive to help them learn and grow. Determining **"Alignment"** requires first being clear on the culture of the organization and assessing each candidate's work style and priorities.

- **Look for Achievement Motivation.** David McClelland of Harvard claimed there are three motivational factors impacting leadership: **Achievement, Affiliation, and Power.** All people have all three in varying degrees. McClelland's studies showed that for the most effective leaders, **Achievement which is** (the desire to accomplish tasks and achieve goals, was their strongest driver, with **Affiliation**, or concern for people, the next highest. Leaders for whom **Affiliation** is the highest factor tend to be overly concerned with being liked and consequently have difficulty making tough decisions. They often end up being neither respected nor liked. **Power** motivation often shows itself as excessive concern with status symbols and trappings of power, including very high compensation and control of others. Ask yourself, how much relative emphasis does a candidate's resume place on a) accomplishments, i.e., bottom line results; b) affiliations with positions and employers; or c) titles, promotions, degrees and honors?

Manage the Recruiter. Choose carefully! It is a common mistake to place all responsibilities with the professional recruiter. While their services are often invaluable and they do their best to understand what is needed, they still are not living the culture like the hiring organization. An internal executive, usually in HR, needs to provide detailed information and clear direction to recruiters, hold them accountable, encourage their feedback along with recommendations, and to provide support so you can paint a clear picture for them to work from. This will aid in getting only credible, highly qualified candidates referred.

- **Hone Your Interviewing Skills.** Interviews are the most widely used screening method, yet are shown by studies to be the least reliable. The reason? Most interviewers have not acquired the needed skills. This is akin to a mortgage loan underwriter having no skills in assessing credit worthiness. Many interviewers spend most of the time selling the candidate on the organization. The goal is to probe and learn.

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- **The Purpose of the Interview**—primarily to obtain information and secondarily to provide it. It is also the time to begin building a relationship. We need to be asking "Can they do the job? Will they do the job? Are they in alignment with our organization?" Interviewers should seek specifics. We need to ask good questions that not every other employer is asking. However, more importantly you need to know what is a good answer for your organization. There are plenty of good behavioral questions to ask and we need to look for the answer given to have a specific situation, a task, an action taken (behavior), and a result or outcome. Unfortunately, there are some who are great at interviewing and may very well land the job but may not be the best at <u>doing</u> the job!

- **Don't Hire in Desperation.** Look for enthusiasm and commitment. If you are just hiring a body, you get what you paid for. Fast-tracking your process or decision-making can also lead to disaster. Hiring should be strategic, so hire for today and for tomorrow. Be prompt, but don't rush so that you skip steps and don't do your due diligence.

- **Compare Notes from Multiple Interviews.** Organizations frequently request that many people individually interview candidates, but then fail to compare notes afterwards. While it is reasonable to expect than any individual interviewer will mention any "red flags" without being asked, it is the joint evaluation process of all interview results that can be the most revealing. One interviewer's gut feeling can be confirmed or disconfirmed by a more specific observation made by another.

- **When Employees Leave, Find Out Why.** Many people are surprisingly candid in exit interviews, if only they are asked why they decided to leave. Insight into these factors will help you do a better job of screening candidates and reducing turnover.

EEO-1 PAY DATA IS DUE SEPTEMBER 30, 2019

Are you a business with at least 100 employees or a federal contractor with at least 50 employees, *and* a contract of $50,000 or more? If so, keep reading…

In 2017 the EEOC suspended the upcoming additional requirement to report pay data. The pay data provision had been enacted by the previous administration with the intention to require submittal of the additional data no later than September 30th of each year.

A Federal Judge has ordered the EEOC to collect the pay data and provide a means for data submissions. While the judge provided the EEOC with some options about 2017 and 2019 data collection, <u>employers **will**, at a minimum, **need** to submit their 2018 pay data by September 30th, 2019</u>.

Employers should note that they still have to submit other EEO-1 information by May 31. The **portal** for this data opened on March 18th.

We anticipate the EEOC will communicate instructions, as they are developed, through an E-Blast to organizations contacts on file.

If you have any questions on this topic or other HR matters, please don't hesitate to reach out at 503-885-9815 or email us at info@ HRAnswers.com.

EMPLOYER STUDENT LOAN REPAYMENT ASSISTANCE

Assistance with student loan debt is a benefit currently offered by only a small minority of employers – just 4%, according to the Society for Human Resource Management's 2017 Employee Benefits survey report.

With unemployment low and competition for talent fierce, employers are seeking ways to attract and retain employees and make their benefits packages stand out. The growing interest in student loan repayment assistance as a recruiting and retention tool should be no surprise. Consider:

- Total college loan debt in the US now exceeds 1.5 trillion dollars, with about 65% of that being owed by people under 40.

- The Congressional Budget Office estimates that another $1.27 trillion in new federal student loans will be added by 2028.

- According to a survey by Willis Towers Watson, 74% of people with outstanding student loans feel debt-related stress daily and spend time at work thinking about it, impacting their overall productivity.

- According to a 2017 survey by American Student Assistance (ASA), 56% of young workers worry "all the time" or "often" about repaying their student loans, 54% are delaying planning for retirement due to the burden of their student loans, and 44% said they "have no idea" how they will ever repay their loans.

- The same survey found that 92% of young workers said they would take advantage of an employer match, like a 401(k) match, to help them repay their loans, and 86% said they would commit to an employer for five years if the employer helped to repay their loans.

So far, while interest is great, actual adoption of such programs has been slow. The significant potential expense is one of the primary obstacles. This is reflected in the rates of implementation being highest among large corporations that have the greatest budgets and small, tech-focused startups that have the greatest need to compete for highly skilled, generally younger employees. Additionally, some employers have concerns regarding the fairness of a benefit that may offer a significant compensation boost to employees with student loans and is not available to those without.

Student loan repayment assistance may be offered either within a qualified plan, such as a 401(k) that has been amended to allow for it, or as a separate benefit. A significant difference to the employee is taxation.

Benefits paid as a non-elective contribution within the umbrella of a qualified plan may receive favorable tax treatment. Alternatively, approaches such as Student Loan Repayment Plans (SLRP) allow employers to make principal payments directly to an employee's student loan servicer while the employee continues to make their regular payments. These plans do not receive preferential tax treatment -- any amount paid on an employee's behalf may be taxable to the employee and subject to employer payroll taxes. However, they can still save employees thousands of dollars in principal and interest and cut years from their loan durations.

Employers who wish to consider adding a student loan repayment benefit should consult their financial and tax advisors to consider the relative merits of after-tax and tax-deferred programs, along with other feasibility and plan design questions.

If you have questions about the options available for adding student loan repayment plans to your benefits package, email us at newsletter@thecommco.com.

Content prepared by The Commerce Company. Source: irs.gov. Contact them at www.thecommco.com or 503-203-8585.

HR BY THE NUMBERS

What's driving compensation? Business leaders anticipate U.S. private sector salaries, including merit-and promotion-related pay increases, to rise 3.4% this year over 2018 pay, according to Mercer's 2018/2019 U.S. compensation planning survey.

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When planning for 2019, 78% of business leaders put retention at the top of the organizations list of concerns-up from 68% in 2017. And 73% said attracting applicants was a top concern, up from 63%.

Other numbers: 52% of organizations say there's a need to strengthen the performance-based culture and deliver pay for performance. In addition, 52% also said there is a desire to provide career mobility and advancement opportunities.

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According to World at Work; Korn Ferry, there are three benefits on the rise. Employers are increasingly offering these perks to meet the changing needs of their workforce. Telemedicine services is at 81% and that's up from 73%. Employee discount programs reported by 75% of these surveyed in 2018 and by 69% in 2017. Elder care and referral services were reported by 67% of respondents and in 2018 and 62% in 2017.

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Technology is redefining rather than replacing in-demand roles. Jobs in the skills trade, as well as sales representatives, engineers, drivers and technicians have ranked among the hardest roles to fill for the past 10 years. Here are the top 10 in demand occupations worldwide: 1. skills trade, 2. support sales representatives, 3. engineers, 4. drivers, 5. technicians, 6. IT, 7. accountants, 8. project managers, 9. office support, 10. manufacturing roles.

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We've all been hearing about the talent shortages - so what are employers doing to overcome this? According to a Manpower Group survey conducted in 2018 employers reported the following:

- 54% provide additional training and development

- 38% adjust education or experience requirements

- 33% recruit from outside traditional talent pools

- 32% offer additional perks and benefits

- 30% explore alternative work models

- 29% offer higher salaries

- 23% offer flexible or remote work

- 16% outsource the work; and

- 11% are doing nothing to deal with the talent shortage.

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Job burnout accounts for an estimated $125 billion to $190 billion in healthcare spending each year and has been attributed to Type II Diabetes, coronary heart disease, gastrointestinal issues, high cholesterol, and even death for those under the age of 45 according to a 2017 article in the Harvard Business Review. The number of employees reporting burnout is on the rise, according to a recent Gallup study of nearly 7500 full-time employees. The study found that 23% reported feeling burned out at work very often or always, while an additional 44% reported feeling burnout sometimes.

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Low unemployment is driving massive competition for talent. Benefits are poised to be a huge strategic differentiator and a competitive weapon for employers across industries. People really do care about their benefits. For 87% of employees surveyed for MetLife's 15th Annual Employee Benefits Trend Study, having insurance/benefits provides peace of mind for the unexpected. In fact, 83% of employees would be willing to take a small pay cut (on average 3.6%) to have a better choice of benefits from their employers.

CLIENT ACCOLADES

A tip of our hat to **R&H Construction**. They have grown so much that they needed new space. So, they left their previous office and moved into a new location in NW Portland that is three times the size of where they previously were. We are proud to be associated with you and wish you continue success!!

We have offered congratulations before for **Cura Cannabis**. This time their success has brought them a new owner. They were recently sold for a staggering $1 billion dollars. We hope to be able to continue to support their HR needs, and wish them well under the new ownership.

Schwabe Williamson Wyatt is a friend of our firm. Ever since Graciela Gomez Cowger was appointed as the CEO of the firm in 2017, they have had a steady trajectory up. The first woman and Latina to head the law firm, she is committed to building a highly diverse staff. We applaud her efforts and support her hard work to achieve the firm's goals.

CLIENT QUESTION OF THE MONTH

Q: Our business results are below expectations and upper management believes it's because our supervisors are not holding their employees accountable for results. I have witnessed times when an employee does something contrary to company policy and the employee's immediate supervisor does nothing. We have had training courses galore in supervisory skill development, so I know the supervisors have been exposed to how to set expectations, how to observe and measure results, how to provide performance feedback, etc. It just seems that they do not want to address performance concerns because they don't want to give the bad news.

The business unit vice president wants to start firing the supervisors. I don't think that is the solution. I think we need to get our supervisors comfortable with approaching their employees about the performance issues. Any ideas on how I can convince the Vice President?

A: You ask a very good and important question. Why is it that people who've been trained in a specific skill don't use it?

When people don't enact a certain behavior, it's for one of three reasons. They don't want to do it, they don't know how to do it, or both. When your boss suggests that maybe we should start firing supervisors, it sounds as if they've made the following diagnosis:

"The supervisors simply don't WANT to do what they should do—everyone knows it isn't fun holding employees accountable—so maybe firing a few will add an extra incentive to those who are left behind."

This is hardly the correct solution. It's more an act of frustration and desperation and will likely cause a host of new challenges. It also doesn't model what the boss wants the supervisors to do when dealing with employees who aren't living up to their performance expectations.

Here's what we've generally found to be true with reluctant supervisors. Your diagnosis is right. It's almost always an issue of perceived ability. Supervisors don't have confidence that what they have learned will actually work when dealing with their employees. This can stem from one of several different sources. They may have only been given general directions, but don't know exactly what to do and say. If supervisors have been given actual skills or best practices, they may not feel as if they know how to do them as of yet. Perhaps they weren't given enough time to practice until the language was comfortable and the method felt like second nature.

Beyond effectiveness, you have to deal with relevancy of the training they've received. Did the supervisors see what they learned as something that would actually work with their people? Those in the training look at the examples taught and think, "My people would NEVER react like that." If the skills are out of date, who can blame the learners for discounting the material and not giving it a try? It's possible that the training the supervisors had was well intended but wasn't skill-based enough, relevant enough, or long enough to create comfort.

Another common hindrance is related to social issues. If you're asking supervisors to now hold people accountable to standards that you used to let go, who's going to be the first to step up? Who wants to run the risk of being seen as the "strict" supervisor while everyone else is letting the issue/performance slide? So, people wait for others to say something before they speak up.

If this is the case, it's important to meet as work groups, talk about the new expectations, explain the need for the new standard, and then hold people accountable – all supervisors. If you haven't held these sessions, supervisors are going to stay silent.

What if the standard you're asking people to keep is something you've asked for before, maybe even for years, but never really held people accountable to it? You have, in effect, just blown hot air. You'll have to make this lack of consistency part of your explanation to staff as you talk about the new/old standard. People are smart. They know you've been lax and that they've gotten away with poor performance.

Additionally, a number of motivational factors could be influencing the supervisors' behavior–ranging from the formal reward system to the informal actions of the big boss.

So, what's a person to do in the face of these possibilities? You've got to get to all of the underlying causes. Expand your search for causes beyond simply "the supervisors don't want to do what they've been told to do." Think about what may be making it difficult for them to hold others accountable–what barriers could be removed? What motivation and ability components are coming into play here? Chance are good there are several.

Stick to your convictions. Conduct a quick diagnosis and then share with the boss the various elements that are leading to the supervisors' reluctance. Armed with a more complete picture as well as a more complex solution, they won't feel compelled to fire people who are caught in a web of problems that are keeping them from doing what you want and need.

EEOC NEWS

The EEOC, in April, released its discrimination charge statistics for 2018. There are three big things you need to know.

1. ***Charges are way down.*** In 2018, the EEOC processed 76,418 charges, a 9.3% decrease from 2017, a 16.5% decrease from 2016, and a 23.5% decrease from the commission's high-water mark in 2010. Typically, charge filings track the strength (or weakness) of our economy. Unemployment remains at record low numbers, which likely explains the low number of charge filings.

2. ***#MeToo matters, a lot.*** The EEOC received 7,609 sexual harassment charges, which represents a 13.6% increase from 2017. Thus, while charges are down overall, they are *way* up for sexual harassment claims. What does this mean for you? That #MeToo has had a huge impact on your employees. Victims are less likely to stay quiet and are more likely to report. If you're not doing everything you can to ferret out and stop sexual harassment, you are putting your organization at risk. What does everything mean? Review and update your harassment policy, train your employees, foster an anti-harassment environment, take all harassment complaints seriously, and investigate everything, taking prompt corrective action to reasonably ensure that harassment stops.

3. ***Retaliation remains king.*** As has been the case for the past 10 years, retaliation is the most popular claim, and it's not even close. For 2018, 51.4% of all charges contained a retaliation claim (nearly 20% higher than the next closest — a three-way tie among sex, race, and disability). Thus, employers must be extra vigilant to ensure that employees, supervisors, and managers are not <u>exacting revenge</u> against those who engage in protected workplace activity. Keep in mind, the EEOC <u>and the courts</u> are watching.

THOUGHTS TO THINK ABOUT

Spring is nature's way of saying, "Let's party!"

~Robin Williams

Mothers hold their children's hands for a short while, but their hearts forever.

~Author Unknown

Appreciation is a wonderful thing. It makes what is excellent in others belong to us as well.

~Voltaire

Many people quit looking for work when they find a job.

~Author Unknown

Success is a ladder you cannot climb with your hands in your pockets.

~American Proverb

A baseball game is twice as much fun if you're seeing it on the company's time.

~William C. Feather

Your Business clothes are naturally attracted to staining liquids. This attraction is strongest just before an important meeting.

~Scott Adams

Thank you paper clips, for being like staples that can't commit.

~Jimmy Fallon

What the world really needs is more love and less paper work.

~Pearl Bailey

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FOR YOUR CALENDAR

Open up your Daytimers, Outlook, and all those Smartphones. The following is a look at upcoming events and workshops, special days, and other diverse and fun activities you will want to be aware of and schedule. **To register for our workshops, go to** HR Answers Events**,** **or email your registration form to** info@hranswers.com**.**

MAY

National month of the following: Asparagus, Barbecue, Bike, Dental Care Awareness, Egg, Inventor's, Photography, Strawberry, Walking, and Water Safety

May. 17	HRA Workshop – HRA Office – Portland/ Tigard Job Search Workshop 11:00am - 1:00pm
May. 21	Strawberries and Cream Day
May. 25	Wine Day
May. 27	Memorial Day – Office Closed
May. 28	HRA Webinar - Online/ Teleconference Oregon Pay Equity Overview Webinar 2:00pm - 3:30pm
May. 30	HRA Workshop – HRA Office – Portland/ Tigard Employee Recognition Made Easy 8:30am - 12:30pm

Coming Up:

Jun. 5	HRA Lunch Bunch Webinar - Online/ Teleconference Topic: Drug Testing 12:00pm - 1:00pm
Jun. 6	1 Day Conference + HRA Booth – Salem HR Basics: What You Don't Know Can Hurt You 8:00am - 4:30pm
Jun. 11	HRA Workshop – HRA Office – Portland/Tigard Oregon Pay Equity Overview 2:00pm - 4:00pm
Jun. 13	HRA Webinar - Online/ Teleconference Legislative Compliance 2:00pm - 3:30pm s
Jun. 18	HRA Webinar - Online/ Teleconference Oregon Pay Equity Overview Webinar 9:00am - 10:30am
Jun. 18	HRA Workshop – HRA Office – Portland/Tigard Disabilities - What Case Law Teaches U 1:00pm - 2:30pm
Jun. 20	HRA Workshop – HRA Office – Portland/Tigard Emotional Intelligence and Communication in Leadership Workshop 8:30am - 12:30pm
Jun. 20	HRA Presentation (Deborah) – PacificSource Tigard or Online How Is Your Engine Running? Routine Maintenance on Stress 9:00am - 10:30am

Planning Ahead:

Sep. 10 - Oct. 29	HRA Workshop – HRA Office – Portland/Tigard Supervisory Success 8 Part Series 8:30am - 12:30pm

View more details and register for our workshops on our website at hranswers.com.

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ON MY SOAPBOX

In every difficult situation, there is a silver lining. I had to work to find my "silver lining" in a recent medical experience. In short, I took a tumble over a threshold in December 2018. It was just before Christmas. I didn't break the skin; I thought it was just a bad muscle or bone bruise. I was wrong. After a few days of discomfort, I discovered I had two large bubbles on my leg. At the urging of my kids, I went to Urgent Care to see if there was something I should be doing to address the wound. The physician said I had a hematoma, and that it needed attention. So began my journey into the world of wound care.

No need for me to tell you every gory detail, let it simply suffice to say that there were many of those. One surgery later and many dressing changes (three per week in the beginning), I was strongly advised that bedrest coupled with ensuring a high intake of proteins daily were the only ways my leg was going to get better. So began the 8-9 weeks of bed rest (23 hours per day).

As I reflect back on those days, I tried to find something positive about an experience that I really didn't think of as positive. The first thought I had was that some higher power thought I needed more practice at patience. I believe that previous experiences had probably taught me sufficiently about patience, but boy, was I wrong. I had lots to learn about patience. Laying in bed for such a long period of time and discovering that the only options were TV and reading pushed me into thinking about what else I could do from a reclining position. Silver lining…? I learned to text on my phone and the use it to play games which became a great user of time. Now you may think that isn't much of an accomplishment, but my kids thought it was major that I finally entered the world of texting. I think I even scored some points with the grandkids.

The second silver lining was discovering whether I could stay sane when not going to the office. I have worked at one task or employer since I was 12 so the prospect of not going to work was some what daunting. I am pleased to say that after a few days I learned that I could survive without being at the office every day. That was particularly good news since I am scaling down my work with the intent to make a substantive change next year. The non-work period was also good for both Deborah and Laurie because it gave them an opportunity to see how they would do if Judy was not in the office next door. And I am delighted to say that they did a great job of making decisions and addressing situations as they occurred.

My kids have often said that I needed to take better care of myself. That is just not the way I am wired. My life has been filled with situations where I needed and wanted to take care of others. I have never resented that; it is just the way it has worked out. This was a time when I needed to think about what was needed for my recovery. I resisted that during the first few weeks after the tumble. I tried to keep everything as usual. It became apparent that I couldn't do that so had to confront my own behavior that was in need of a modification. It wasn't easy, but I made a change in my thinking and my actions. The world didn't collapse! In fact, I am not sure the "world" even noticed. But I saw the changes and so did my kids. Another, perhaps the biggest, silver lining.

I am back at work now, and have organized it so that I have less deadline pressure and a greater sense that I can leave work a couple of hours early or come in a couple of hours later. All in all, great silver linings that hopefully will serve me well going forward.

- Judy Clark, President

SOAP
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"Whatever the Question"

PLEASE FEEL FREE TO VISIT OUR WEBSITE:
WWW.HRANSWERS.COM