



# advantage



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## *Happy Holidays*

At HR Answers, we wish each of you a very special Holiday Season. As you and your organizations move into 2022, we hope the New Year will be one of progress, new opportunities, and more normalcy. We hope your celebrations are joyous and special, and that this year you are able to spend time with friends and family. We are so very proud and honored to have had the privilege of working with you and serving so many of your HR needs in 2021. We want to say a BIG “Thank You!” We value and appreciate the relationship we have built with each of you and look forward to your continued referrals and future projects together!!

To each of you, as you celebrate the season, we wish you a Merry Christmas, Happy Hanukkah, Yule Tidings, a joyous Kwanzaa, Feliz Navidad, Felices Fiestas, God Jul, Froche Weihnachten, Buon Natale, Vesele Vianoce, Vrolyk Kerstfeest, Boas Festas, Houska Joulua, Joyeux, Happy New Year, Kala Christougena, Buone Feste, Fijne Feestdagen, Joyeuses Fêtes, and Boze Narodzenie!

## *It is Okay to Ask for Help*

Do you resist asking for help until you're ready to scream? The majority of us would gladly assist a co-worker or friend with a request for help – if we only knew and if they only asked. Nora Klaver, in her new book “Mayday! Asking for Help in Times of Need” lists some of the reasons why people often delay a request for help:

- We may ask too late because we don't recognize early enough that we actually have a need to be filled.
- We may not see the whole picture, so the help we ask for satisfied only part of our need.
- We may ask the wrong person or people to help us with our request.
- Our requests may be so unclear that others may not understand that we need help at all.
- Help may come, but because we weren't clear enough in our request, it's the wrong help.
- We may demand assistance rather than politely ask for it.
- We may resort to blackmail, bribery, or even coercion to get our needs met.
- We may inadvertently solicit pity instead of help.
- Our bodies may betray our fears and subtly send the message that we are too far gone to be helped.



- We may ask for help too often without concern for our friends, family, and co-workers. Compassion fatigue becomes a real possibility for them.
- We may simply frighten ourselves into never asking.

This is a sad list. Most of do not wish someone to be unsuccessful, whether it's on a project, working with a patient, or standing in front of a group. We want people to succeed! The good news is that we can learn to ask for help, but we need not fall prey to our own worst enemy – ourselves and our negative self-talk and beliefs:

- Asking for help makes you look weak or needy. Many would tell us that asking for help is a sign of strength and shared leadership and responsibility.
- Asking for help indicates incompetence - in fact, it shows others that you want to do the job right - to develop and learn.
- Asking for help can harm relationships. No way! It is a two-way street; give and take.
- Asking for help puts others in an awkward position. Maybe sometimes, but the reality is that if you tell people why you are asking and why you need them, they are much more willing and able to assist. And it must always be possible for someone to say “no” ... otherwise you can damage relationships. This is not a rejection of you; it's more a matter of timing or available time.
- Asking for help means the job might not get done right. There is no “one” way that something can be done. It is okay to explore other options and ideas. This gives someone else a chance to shine and an opportunity for you to learn and loosen the reins.
- Asking for help means you'll have to return the favor. This is not a time to be counting favors; help freely given comes with no strings attached. Of course, there must be a very sincere thank you when it is done.



Many employees feel they must be independent and self-sufficient. These are admirable qualities that employers look for and can often lead to success; however, more can come from those who have a great support system and who work as a team with a great deal of collaboration.

To learn more about asking for help and the seven steps that make up The “Mayday!” Process we encourage you to read the book. Klaver offers encouragement and hope even to those who are most reluctant to ask for help. For more information, visit [www.maydaythebook.com](http://www.maydaythebook.com)

*HR Answers, Inc. writes many articles for organizational and association newsletters across the nation, and in turn we receive and subscribe to hundreds of white papers, publications, magazines, and e-zines. The following article came to us from OI/The Brighton Group, and we knew we needed to share it with all of you. We thank them for permission to provide this to you.*

## ***Effective Managers Make All The Difference***

Managers are the cornerstone of any organization's success. When managers are effective, they positively impact all areas that drive organizational success, including employee engagement, growth and development, productivity, and retention. And for those of us lucky enough to have had an excellent manager by our side, we know that to be true.

An effective manager doesn't just motivate employee performance, they increase the capability of their entire team by honing individual strengths, offering valuable feedback, and inspiring people to go above and beyond. To be effective, however, managers must have the right skills and structure for guiding employees.

Most people are promoted into management positions through their stellar performance as an individual contributor. But leaning on individual technical skills alone won't make for a successful people leader. The best way to increase a manager's effectiveness is to help them develop soft skills (aka the people skills).

These types of skills don't refer to how a person works, but rather, how they collaborate with others. Emotional intelligence, empathy, listening, coaching, and tactfulness are some of the skills that leaders must support their managers in learning.

Effective managers have a coaching and development mindset for their team. They don't micromanage but empower their team to do their best work. A good manager clearly communicates, knows how to listen, sets expectations, and provides ongoing feedback.

When managers are trained with these qualities, they can better support their team and create an environment where their employees feel safe to speak up, are more willing to take prudent business risks, and grow and develop beyond their roles.

Setting managers up for success in their role means removing the barriers and then giving them the tools, resources, and information, they need to do their job well. This includes ongoing professional training and structure for success practices, such as one-on-ones with their staff members.

It is also important to remember that just because someone has management experience doesn't mean they are a good manager. No matter their experience level, all managers require the support of their leaders and a foundational structure to help guide their teams.

So, the recommendation is to allocate funds for manager training, implement succession plans, and have robust mentoring and coaching initiatives for managers to utilize in and outside the organization. Without the right skills, training, and structure, people leaders are halted from developing into effective managers. And when this is the case, employees also lack the support they need to reach their full potential. You can help your managers by highlighting the value of so



-called soft skills and providing them with strategic day-to-day practices. By doing so, you can begin creating a powerful structure for your managers to become great coaches.

We encourage you to check out our upcoming programs in 2022. We will be offering a Supervisor Success 8-week series beginning in February. HR Answers will also be offering a new series called Supervisor Shorts. These will be 30-minute sessions once a month covering key skills leaders need to be successful supervising others. [Click here to learn more.](#)

## **2022 Retirement Planning Key Numbers**

The Internal Revenue Service and Social Security Administration have announced significant changes to several key retirement planning figures for 2022.

Most notably, 401(k) salary deferral limits have increased by \$1,000. Plan administrators may wish to reach out to participants who were nearing or meeting the prior maximum and invite them to submit a deferral rate increase to take advantage of this change. Contribution limits for IRA accounts remain unchanged (the last increase was effective in 2019). However, the income limits for making Roth contributions and deducting Traditional contributions have increased.

Salary Deferral Limits	2021	2022
<b>401(k) plans, 403(b) plans, 457 (b) plans, and SAR-SEPs</b>	Lesser of \$19,500 or 100% of compensation, plus \$6,500 “catch up” if age 50 or older	Lesser of \$20,500 or 100% of compensation, plus \$6,500 “catch up” if age 50 or older
<b>SIMPLE 401(k) plans and SIMPLE IRA plans</b>	Lesser of \$13,500 or 100% of compensation, plus \$3,000 “catch up” if age 50 or older	Lesser of \$14,000 or 100% of compensation, plus \$3,000 “catch up” if age 50 or older

IRA Contribution Limits	2021	2022
<b>Traditional and Roth IRAs</b>	Lesser of \$6,000 or 100% of earned income, plus \$1,000 “catch up” if age 50 or older	Lesser of \$6,000 or 100% of earned income, plus \$1,000 “catch up” if age 50 or older

Defined Contribution (qualified, 403(b), and SEP) Plan Limits	2021	2022
<b>Annual total addition limit per participant</b>	Lesser of \$58,000 or 100% (25% for SEP) of participant’s compensation	Lesser of \$61,000 or 100% (25% for SEP) of participant’s compensation

Retirement plan compensation limits	2021	2022
Annual compensation that can be considered in calculations	\$290,000	\$305,000
Compensation threshold used to determine a highly compensated employee	\$130,000 earned in 2020	\$135,000 earned in 2021
Compensation threshold used to determine a key employee in a top-heavy plan	\$1 for more-than-5% owners \$185,000 for officers \$150,000 for more-than-1% owners	\$1 for more-than-5% owners \$200,000 for officers \$150,000 for more-than-1% owners

Income phase-out* range for deductibility of Traditional IRA contributions	2021	2022
<b>If covered by an employer plan and filing as:</b>		
Single/Head of household	\$66,000 - \$76,000	\$68,000 - \$78,000
Married filing jointly	\$105,000 - \$125,000	\$109,000 - \$129,000
Married filing separately	\$0 - \$10,000	\$0 - \$10,000
<b>If not covered by an employer plan, but filing joint return with a spouse who is covered by a plan</b>	\$198,000 - \$208,000	\$204,000 - \$214,000

Income phase-out* range for ability to fund a Roth IRA	2021	2022
Single/Head of household	\$125,000 - \$140,000	\$129,000 - \$144,000
Married filing jointly	\$198,000 - \$208,000	\$204,000 - \$214,000
Married filing separately	\$0 - \$10,000	\$0 - \$10,000

\*A phase-out is the gradual reduction of a tax credit as a taxpayer approaches the income limit to qualify for that credit. If your income is below the bottom of the phase-out range, you may qualify for the full credit. If it is above the top of the range, you may not qualify for any of the credit. Incomes within the phase-out range may qualify for a partial credit, with the percentage of credit received generally decreased as income increases.

*Content prepared by The Commerce Company. Source: irs.gov. The Commerce Company was founded in Portland in 1995 and provides corporate retirement and investment planning for small to mid-sized businesses throughout the Northwest. Contact them at [www.thecomco.com](http://www.thecomco.com) or 503-203-8585.*

## Practicing Civility

The workplace is a reflection of society at large. Unfortunately, today, we see a gamut of behaviors that demonstrate a lack of respect and civility, both inside and outside the workplace. Studies and polls indicate that Americans view incivility as a serious problem that is getting worse. One study found that 60% of employees believe a co-worker's annoying behaviors negatively impact the workplace and, as a result, 40% reported that they are looking

for new employment. These and other findings illustrate that disrespectful, inappropriate, and uncivil behaviors drain productivity and negatively influence both an organization's bottom line and the overall economy.

If each employee develops an awareness of respectful behaviors and necessary skills, it is anticipated employees (at all levels) will serve as role models and these behaviors will spread in the workplace and beyond. The following are ten tips to assist you in accomplishing this objective:

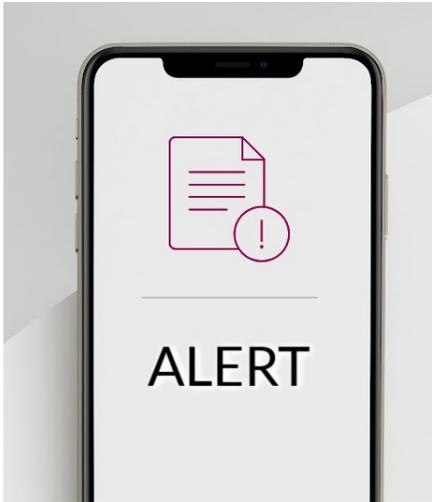
1. Before acting, it is a good idea to consider the impact of your words and actions on others.
2. Create an inclusive work environment where everyone feels a sense of belonging. Only by recognizing and respecting individual differences and qualities can your organization fully realize its potential.
3. Self-monitor the respect that you display towards others in all areas of your communication, including verbal, body language, and listening.
4. Understand your triggers or "hot buttons." Knowing what makes you frustrated enables you to self-manage your reactions and respond in a more appropriate manner.
5. Take responsibility and ownership for your actions and practice self-restraint and impulse management skills in responding to potential conflicts and challenges.
6. Adopt a positive and solution-driven approach in resolving conflicts.
7. Rely on facts rather than assumptions. Gather relevant facts, especially before acting on assumptions that can damage relationships.
8. Include others in your sphere by considering their needs and avoid an egocentric view.
9. View today's difficult situations from a broader (big picture) and more realistic perspective by considering what they mean in the overall scheme of things. Looking at things from a half-full perspective is beneficial and rubs off on others.
10. "Each one influence one" by becoming a bridge builder and role model for civility and respect. Act in a manner whereby you respect yourself, demonstrate respect for others, and take advantage of every opportunity to be proactive in promoting civility and respect in your workplace. Never forget the easy things like 'please' and 'thank you.'



***Civility costs nothing, and buys everything.***

~ Mary Wortley Montagu

## ***ALERT : OSHA ETS, Please Pause***



As many of you are aware the federal Occupational Safety & Health Administration (OSHA) issued Emergency Temporary Standards (ETS) earlier this month. The ETS had several requirements regarding COVID-19, including a requirement for each organization with 100 or more employees to implement a policy mandating vaccine or a vaccine or testing standard. The ETS was quickly followed by the filing of several legal cases in opposition of multiple points in the ETS. Currently these legal processes sit with the Sixth Circuit Court and will likely be advanced to the U.S. Supreme Court.

Late last week OSHA confirmed they will not be moving to enforcement related to the ETS until the legal challenges have been resolved. This means your organization can comfortably pause on taking any action toward compliance with the ETS.

If you have any questions about this topic, or others, please reach out.



## client accolades

**Advantis Credit Union** – November 9, 2021 – Advantis Credit Union, Oregon’s sixth largest not-for profit financial cooperative, joined four additional Portland-area credit unions announcing a new partnership with the Urban League of Portland and the Northwest Credit Union Foundation designed to advance the financial well-being of Black Oregonians. Keep up the great work. Change requires “all hands on deck” and there are a lot of decks.

Read entire article: [5HOYDLFI \(advantiscu.org\)](https://www.advantiscu.org/5HOYDLFI)

**AFC Urgent Care** – October 25<sup>th</sup>, 2021 – American Family Care (AFC), the nation’s largest provider of urgent care and accessible primary care, is pleased to announce the future move and expansion of its Lake Oswego clinic. The move is expected in Mid-December 2021. Congrats on the growth and move.

Read more [American Family Care Moving and Expanding Lake Oswego Clinic | AFC Urgent Care | Portland \(afcurgentcareportland.com\)](https://www.afcurgentcareportland.com/American-Family-Care-Moving-and-Expanding-Lake-Oswego-Clinic)

**Catholic Charities** – November 24, 2021 – Congratulations on your first graduation cohort from the from Germaine’s Kitchen and Café culinary training program. What a great achievement!!

Read more: [Congratulations Germaine's Kitchen and Café Graduates! - Catholic Charities of Oregon \(catholiccharitiesoregon.org\)](https://www.catholiccharitiesoregon.org/Congratulations-Germaine's-Kitchen-and-Cafe-Graduates!)

**Easter Seals Oregon** – November 9<sup>th</sup>, 2021 – In partnership with Jon Iverson (of Wooden Shoe Tulip Farm), and a wonderful group of volunteers from the American Farm Bureau Young Farmers & Ranchers Committee, using funds from granted by AmeriCares, 250 food kits were provided to Houseless individuals and families. Please help us in applauding the ongoing care and comparison of this and their partner organizations.

Read more: [Easterseals Oregon | Easterseals Oregon Provides 250 Food Kits to Homeless Populations](https://www.eastersealsoregon.org/Easterseals-Oregon-Provides-250-Food-Kits-to-Homeless-Populations)

**Knife River and Baker Rock Resources** – November 19, 2021 – Knife River, one of the largest construction materials and contracting companies in the U.S., is excited to announce they have brought Baker Rock Resources into their family of companies. Baker Rock Resources is a construction materials producer and supplier with locations in NW Oregon. Congratulations!

Read more: [Knife River Acquires Baker Rock Resources and Oregon Mainline Paving \(prnewswire.com\)](https://www.prnewswire.com/Knife-River-Acquires-Baker-Rock-Resources-and-Oregon-Mainline-Paving)



## hra happenings

HR Answers is pleased to share with our clients and friends we have been approved by SHRM to be a Re-certification Provider. Many of our workshops, webinars, and virtual training activities will count toward your recertification credits and it just got easier. We look forward to welcoming you to our programming to help meet this important professional development activity.

When you visit our [events page](#), the SHRM badge will indicate which topics are SHRM-certified.



## hr links

It is your turn. For the last several years HR Answers has been offering you tools and resources under this header. We would like to continue to do so....AND we thought we would ask for some help. PLEASE tell us what resources you are using to assist you in your day-to-day operations. What HR links would recommend to other HR professionals? Tell us and we will share your information with our friendly readers. Email us at [info@hranswers.com](mailto:info@hranswers.com) with subject "HR Links"



## whatever the question

**Q:** I am wondering if it is considered harassment or discrimination if an employee is being alienated and receiving mean, insulting comments because they have shared they are not vaccinated. An example of what took place: One co-worker came into their office and said, "You are the cause of increased risk for all of us to get COVID, stay away from me."

**A:** Good question. We are sure you are not alone in this question. So, first off one must consider where the employer is located and any state requirements or mandates that need to be followed make sure you do (keep in mind these have been known to change with some frequency and several states have pending legislation).

Here are some considerations for you:

Perhaps you are hearing rumors about the level of their alienation and the insulting comments towards them. You want to take the opportunity to nip this in the bud by releasing a general note to everybody in the office (or department) to curb the jokes, remarks, or something else that may be causing them discomfort or embarrassment about their vaccination choice and reminding

employees that each person makes a personal choice, and their choice needs to be respected, just as they themselves want to be respected

Keep doing what you can to manage and control the situation while being in compliance. You may want to conduct an investigation and speak to the offending employees. This may fall under your code of conduct policy by being unprofessional to fellow coworkers. The bottom line is that you can't overlook what's happening. Being proactive is a key step to prevent this situation from escalating into something more serious.

Based on the information you have shared at this time be cautious because this may not fall under discrimination or harassing behavior. REMEMBER the true definition of discrimination and harassment is that the behavior exhibited these must include a protected class/group. Also, keep your eyes and ears open for retaliation against someone for reporting this as harassment or discrimination. Even if the reported behavior is not illegal, adverse impact as a result of the report is illegal.

**Is there a question you would like us to answer?**

**Email the question to [info@hranswers.com](mailto:info@hranswers.com) and include the subject "newsletter question".  
We will publish the answer in our next issue.**



## hr by the numbers

According to a recent McKinsey study, gender-diverse companies are 15% more likely to outperform non-gender diverse firms, and ethnically diverse organizations are 35% more likely to outperform.



The power of veterans in the workforce:

65% of veterans have some college education or higher, making them more educated than their civilian peers.

57% of veterans stay at their job longer than the median tenure of a 2 1/2 years for subsequent roles after their first job following active duty.

68% of employers report veterans perform better than or much better than their civilian peers.

*Source: Unlocking the potential of the veteran workforce SHRM 2020*



Companies actively looking to include people with disabilities in their organizations show business gains as a result: 28% higher revenue; 30% higher profit margins; and 2x net income. *Source: Getting to equal: The Disability Inclusion Advantage Accenture, 2018*



Substance use disorders (SUD's) are being talked about more freely in our workplaces and that needs to continue. The Mental Health Index by Lifeworks in May of 2021 revealed that close to one-third of U.S. respondents who use alcohol or other drugs reported an increase in alcohol consumption (31%) and drug use (29%) during the pandemic. Meanwhile, the Centers for Disease control and prevention said deaths from overdoses rose 27% in the 12 months ending in August of 2020 over the prior 12-month. Employees typically hide their addictions for fear of getting fired or being branded unsuitable for important responsibilities. Those with the disease (SUD) are often labeled with negative stereotypes, such as being considered weak. SUD is a complex condition involving the brain and other factors, like genetics and the environment, which leaves individuals unable to control their drug or alcohol use. Those with SUD's frequently experience mental illnesses such as depression or anxiety, conditions that also carry unfavorable associations.

**Breaking Down Substance Abuse:** As a part of a recent study, respondents were asked about their substance use since the onset of the pandemic. *(LifeWorks May 2021)*

	<b>2%</b> Illicit drugs (e.g., cocaine, heroin, etc.)
	<b>6%</b> Vaping (tobacco or cannabis)
	<b>6%</b> Medical Cannabis
	<b>8%</b> Recreational Cannabis
	<b>26%</b> Prescription Drugs
	<b>40%</b> Alcohol
	<b>42%</b> I do not use any of these substances



## thoughts to think about

*"Nothing can add more power to your life than concentrating all your energies on a limited set of targets." ~ Nido Qubein*

*"The flow of blessings in our lives is directly related to our passing blessings along to someone else." ~ Thomas Kinkade*

*"What small things can I do today to bring a blessing to someone?" ~ Thomas Kinkade*

*"The amount of joy in my heart is directly related to the thankfulness in my attitude." ~ Thomas Kinkade*

*"Each time you stand up for an idea, you send forth a tiny ripple of hope."  
~ Unknown*

*"A man with outward courage dares to die. A man with inward courage dares to live." ~ Lao Tzu*

*"Work for the joy of it, not just for the money. Always love for the sake of it, not fearing the pain. Give your best! Do your best! Be your best! And if there is ever a day or time when you cannot figure out what to do, throw your hands in the air and dance! God's angels are your partners." ~ Iyanla Vanzant*

# calendar of events



- 1** HR Lunch Bunch: Auditing Your HR Department
- 2** Employee Recognition
- 15** Onboarding: Jump Start New Employees
- 16** Interviewing for Emotional Intelligence
- 29** Soft Skills: Motivation



- 5** HR Lunch Bunch: Onboarding - Ensure that New Hires Succeed
- 6** Managing Remotely
- 7** Supervisory Short: Leadership
- 11** Technical Skills: Employee Handbook - Your Guide to Consistency
- 13** Emotional Safety in the Workplace
- 18** Technical Skills: Auditing Oregon Pay Equity
- 19** Self-Care for HR
- 20** Soft Skills: Resiliency
- 27** Technical Skills: Auditing the HR Function

Supervisory Success Series starts February 1st!

[REGISTER](#)



**Did you know?** The history of presidents sparing Thanksgiving turkeys can be traced back to President Abraham Lincoln, according to the White House Historical Association, but he didn't formally pardon a bird. Instead, that tradition is credited to George H.W. Bush in 1989.

**Did you know?** Thanksgiving is a U.S. national holiday, but it is also celebrated in Canada, Brazil, Mexico, Puerto Rico, Saint Lucia, and Liberia. And here is what may be new information for you it also is celebrated in Leiden, Norfolk Island, and the inhabited territories of the U.S.

**Did you know?** Thanksgiving Day began as part of the Christian liturgical calendar in 1582 when Pope Gregory XIII recognized it as an official holiday.

**Did you know?** The first celebration happened on October 11th in 1621 during North American colonization with pilgrims from England celebrating their harvest feast. It was celebrated by sending thanksgiving letters back to England each year until 1759 when they switched over into giving thanks for military victories instead battles.

**Did You know?** The first Thanksgiving followed a group of colonists who went out "fowling." It probably wasn't turkeys they were after. It is more likely that they were hunting for ducks and geese because these were easier to catch, and turkeys usually evaded their hunting trips. Ducks and geese were plentiful; a good fowling would feed all the colonists for a week.

**Did you know?** "The turkey is a much more respectable Bird and withal a true original Native of North America," remarked Benjamin Franklin, the scientist cum statesman, who was in favor of making Turkey the national Bird, instead of Bald Eagle.

### **According to the Plymouth Plantation William Bradford's Journal, this is what he wrote about the day:**

"They began now to gather in the small harvest they had, and to fit up their house and dwelling against winter, being all well recovered in health and strength and had all things in good plenty. For as some were thus employed in affairs abroad, others were exercised in fishing, about cod and bass and other fish, of which they took good store, of which every family had their portion. All the summer there was no want; and now began to come in store of fowl, as winter approached, of which this place did abound when they came first (but afterward decreased by degrees). And besides waterfowl there was great store of wild turkeys, of which they took many, besides venison, etc. Besides, they had about a peck of meal a week to a person, or now since harvest, Indian corn to that proportion. Which made many afterwards write so largely of their plenty here to their friends in England, which were not feigned by true reports."

### **And here is another account of the time:**

Upon arrival, happiness of the pilgrims was short-lived because they were ill-equipped to face the winter on this estranged place they were ravaged thoroughly. Somehow, they were saved by a group of local Native Americans who befriended them and helped them with food. Soon the natives

taught the settlers the technique to cultivate corns, grow native vegetables, and store them for hard days. By the next winter they had raised enough crops to keep them alive. The winter came and passed by without much harm. The settlers knew they had beaten the odds and it was time to celebrate. They celebrated it with a grand community feast wherein the friendly native Americans were also invited. It was kind of a harvest feast, the Pilgrims used to have in England. The recipes entail "corn" (wheat, by the Pilgrims usage of the word), Indian corn, barley, pumpkins and peas, "fowl" (specially "waterfowl"), deer, fish. And yes, of course, wild turkey.

It appears there are divergent stories about wild turkey and how easy or hard they were to catch, but the holiday has been designated "turkey day." All we must do is go to the store and pick out the right weight of the bird that we want. And then our decision is how to cook it. And there are dozens of recipes for that.

Which leads me to my last thought – do we spend as much time being thankful as we do with all the fussing about food, time of the event, which house are we going to, etc. Are there a few minutes of thankfulness? Do we stop and think about the hardships of the first Thanksgiving and count our blessings for all that we have now? Do we take a minute to appreciate our families and the love that we are surrounded by? Do we really celebrate the freedom we have and think about our privileges? I hope you had a great Thanksgiving! I am grateful every day for all the relationships I have with you. And I want to end by saying, THANK YOU!

*Judy Clark, Principal and Founder*

To see more of Judy's writing and read the history of HRA Answers, [visit our website](#).

Editor: Deborah Jeffries, SHRM-CP, 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 resources professionals and labor relations professionals. If you have questions about the content, an opinion about the information, or questions about your subscription, please call us at 503-885-9815 or email us at [info@hranswers.com](mailto:info@hranswers.com)

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