



# advantage



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## Avoiding Mistakes in Employee Handbooks

Employee handbooks can be great tools to help you document policies, set expectations, and comply with the law. However, a poorly written, outdated, or inconsistent book can hurt your organization. A few of the trouble spots include ADA, FLSA, FMLA, sexual harassment, and racial or gender discrimination. One of the most important points is that an organization's practice will supersede what has been written. Here are some common handbook mistakes to avoid:

1. Adopting a "form" handbook (from another organization/association), that includes promises you do not offer, compliance pieces you don't meet and will probably never keep.
2. Including too much detail on procedures, which can confuse employees. Stick to organizational policies and goals. Depending on how many procedures you have you may want a separate procedures manual for department heads and managers.
3. Mentioning an employee "probationary period." That can lead to questions about the type of relationship that exists, by implying that, once the period is over, the employee can stay forever. We prefer the phrase "introductory period."
4. Being too specific in your discipline policy. That gives the impression that the list covers every possible infraction. Also be cautious of the word "progressive." It can suggest that there are specific steps to the disciplinary process, which erodes at-will employment (unless you are covered by a CBA and there are steps outlined and negotiated).
5. Not being consistent with other organizational documents and practice.
6. Overlooking an at-will disclaimer. Have employees sign an acknowledgment of receiving the handbook, having read the document, asked questions if they had any. This signed document usually goes in their employee personnel file.
7. Not adapting the handbook to accommodate each state's law that you operate in.
8. Failing to update the handbook every 18 – 24 months with the frequently ever-changing laws.
9. Setting unrealistic policies. If you know you and your supervisors won't enforce what you have assembled, then don't put it in your handbook.



HRA Advice: Audit your employee handbook and make sure the practices of the organization

and its supervisors are consistent with the written word in your policies and procedures. You can learn more about best practices and handbook compliance at our [upcoming program on January 11th](#).

## *Recipe for Positive Workplaces*

No matter the industry or profession, in today's fast-paced business age, you undoubtedly spend the majority of your waking weekday hours working. A lot of us spend more time with our colleagues than with our own families, and some weeks, the office (whether a building away from home or a special room, closet, or table at home) feels more like your primary residence.



The benefits of a positive work environment are well-documented: Creativity, innovation, productivity, morale and happiness go up--like a counterweight--stress levels sink significantly. Successful business owners and leaders want an environment to be a place that nurtures and inspired the team.

Here are tips that others used to build a work environment where everyone on the team can thrive:

**Begin with gratitude.** It is a privilege, not a right, to work together. Beginning each week with an all-hands team meeting where the first item on the agenda is team

kudos is a GREAT way to acknowledge the work of others. Giving people a vehicle to express appreciation for one another in a public forum raises the morale of the entire group, establishes a positive tone for the week, and helps people feel acknowledged and valued. Gratitude is powerful!

**Create a safe environment.** There is nothing more damaging than toxicity in a work environment. It stifles new ideas and inhibits collaboration. Creating a safe work environment (both emotionally and psychologically) means reducing negative personalities and respecting all ideas. Create a safe place for individuals to ask questions, make mistakes, etc. Lead with honesty, integrity, and vulnerability to help your employees feel safe. (Learn more about Emotional Safety [LINK 1/13](#))

**Don't leave a mess.** Don't leave a mess for someone else to clean up. There is nothing more frustrating than picking up a project where someone left off to find that files are missing, the work is a mess, or someone saved a crucial document to their desktop making it unavailable to you.

Not leaving a mess is the functional interpretation, but the emotional definition is, "Respect everyone's time and space." If someone has to duplicate your efforts or take time away from their daily responsibilities to hunt for a missing document or clean up a shared workspace, you are basically saying you don't care about them.

**There are opportunities in business, not just problems.** When emotions are high and stress levels rise, even the smallest workplace issues can seem like big deals. A more positive spin on this is what we're experiencing isn't a problem; it's an opportunity to reflect, analyze, evaluate, and perhaps even innovate so that next time we'll do or be better. Humor can also help. Making team members smile by bringing perspective to the situation can quickly lighten a very emotionally charged situation.

**Consistency is key.** There are so many new developments in our organizations: flex time, remote work, team building, open workspaces, unlimited paid time off, bringing pets to work, etc. It's easy to be tempted by what may seem like worthwhile workplace perks or try to replicate what competitors are offering. However, the same approaches and culture don't work for every organization. Above all, consistency is key. Change is healthy; be cautious of disrupting a good thing which can be detrimental and affect the cultural balance of your organization.



**Encourage positive thinking.** Life is short; don't waste time on negative behaviors (those that don't align with your core values of business' moral compass. Be positive and reframe the situation when appropriate. Even when things seem to be spinning out of control or you did not achieve the result (goal) you anticipated, positive thinking will eventually cultivate positive outcomes.

**Don't sacrifice the important for the urgent.** It's easy to put off individual or team meetings for an urgent client call or meeting. Connection with your staff members is crucial to ongoing communication and maintaining a positive workplace. As a leader, you are a cheerleader, role model, and the glue that binds your organization together. Without regular connection to your people, the mission, vision, and energy of the business can quickly weaken and destroy your culture. It's okay to reschedule (and be sure you do); just don't let important conversations get replaced by urgent demands and deadlines. Consider these conversations and activities as non-negotiable.

Dependability, structure, clarity, meaningful work, and positive recognition are all ingredients that, when combined, can culminate in a solid foundation for a positive workplace. Add your own secret sauce and voila ... you have your magic recipe!

## ***What Creates Great Leaders?***

A great leader is not necessarily someone who has a lofty title within the organization. Leadership is an essential skill and one that needs to be continually developed and reinforced.

Take a look at this list and give yourself a rating (pass/fail or 1-5) on how you are doing. If you would like to learn more about developing this essential skill you can also join us for a quick [30-minute program on January 7th.](#)

- Great leaders create a compelling vision for self/others – leaders are able to inspire others by using impactful words, painting pictures and describing visions of what success will look like and mean to others.
- Great leaders create meaning through communication – leaders can show the practical implications of desired action; they can help others see how what they do will have a positive impact.
- Great leaders create trust through communication – leaders can genuinely respond, be self-disclosing, and admit missteps.
- Great leaders create congruence between their actions and their words – there is no need to second guess because everything they are about is aligned.
- Great leaders have a positive self-regard, and they respect others and the differences of opinions that are likely with in the workplace.
- Great leaders are comfortable with what they know and what they don't; they are not insecure when a subject surfaces that they are not familiar with; they turn to experts and seek their advice and counsel.
- Great leaders understand their own strengths and weaknesses as well as the strengths and weaknesses of those around them; they can use them wisely to achieve success.
- Great leaders are insightful and highly reflective. They delve into their own motivations, understand their biases and work to mitigate them, and are critical about their actions always seeking to improve and learn more.



- Great leaders use their emotional intelligence to work with and get the best out of their fellow co-workers.
- Great leaders make sure their employees are seen, heard, understood, connected to others, and valued for their contributions and achievements on behalf of the organization.
- Great leaders seldom think they are great. It is only those of us around them that can see the greatness and learn from them – both how to lead and how to remain humble.

## *Hire a Director of Remote Work?*

Thanks to COVID-19, remote work has become front and center as a conversation and perhaps the norm for organizations. As such, many have embraced working from home and now organizations are looking to hire a remote work leader/director.

The job isn't entirely new. In 2019, before the pandemic, tech company GitLab hired Darren Murph to be its head of remote work, helping manage the employee experience for its entirely remote workforce. Since the pandemic, Murph has been advising other organizations on designing successful remote working arrangements.



“Darren Murph has been a good adviser to us,” says Brynn Harrington, vice president of people growth at Facebook (now Meta). “He’s helped us consider what steps we need to take for our staff to make the shift.”

According to their job ad: “The Director of Remote Work will be a strategic thinker who understands distributed and virtual teams, an outstanding relationship builder, and a change agent. Our ideal candidate is someone who can collaboratively build on and evolve our remote workforce strategy with a passion and proven acumen for experience design, process excellence and change management.”

Requirements for the position include:

- 15+ years of experience leading people teams, remote workforce, HR business partner, or people operations
- Demonstrated results building and sustaining complex cross-functional relationships
- Experience with strategy development, program design/management, and change management

- Experience thinking creatively and prototyping new ideas
- Experience operating in a matrix and constantly changing environment
- And a BA/BS degree or equivalent HR work experience

Even small organizations, which may be unable to dedicate an entire position, will need to assign responsibility for this important task. Remote work is here and will be an important part of the future of work. Be sure you are talking about and planning the who, how, what, where, when work will get accomplished in your organization – necessity is the mother of invention and we certainly all have had several opportunities over the last couple of years to be creative problem solvers.

Side Note: If you want to learn more about managing remotely check out our [upcoming program on January 6th](#).

## **New EEOC Guidance**

### **ADA May Protect Workers with COVID-19**

Workers who contract COVID-19 can be protected from discrimination under the Americans with Disabilities Act (ADA), according to new Equal Employment Opportunity Commission (EEOC) guidance, issued on December 14, 2021.



Depending on each worker’s circumstances, the virus can cause afflictions that meet one of the ADA’s three definitions for a “disability,” which cover (1) actual, physical, or mental impairments that substantially limit a major life activity, (2) an employer’s perception that a worker has a disability, or (3) the worker’s record of impairment. Employers must individually assess each employee to determine if the individual meets one of the appropriate definitions.

Examples of possible impairments under the ADA include:

Employees *diagnosed* with COVID-19 who consequently experience;

- multiple-day headaches,

- dizziness, and
- brain fog or heart palpitations,
- chest pain, and
- shortness of breath that are expected to last several months; and
- conditions caused by a previous COVID-19 diagnosis such as (1) heart inflammation limiting circulatory functions or (2) a stroke restricting neurological functions.

Notably, not every person with the virus will qualify as disabled. For example, a worker who tests positive and is asymptomatic or has mild symptoms similar to the flu or the common cold that resolve in a matter of weeks would not qualify.

A Key takeaway -The EEOC guidance specifically connects COVID-19 symptoms and potential “disability” protection under the ADA. As a result, employers must engage in the interactive process to determine the extent of the disability caused by the virus and provide a reasonable accommodation when required.

Thank you to John T. Below and Gary S. Fealk who are attorneys with Bodman PLC in Troy, Michigan for the main content of this article.

Please remember your best guidance on COVID-19 requirements will come from state specific government organizations who are tasked with oversight and enforcement. There are many organizations, like the Center for Disease Control (CDC), that are making recommendations and these do not carry the weight of enforcement unless the state entities overseeing the specific topic have adopted those recommendations. Please visit our [COVID-19 webpage](#) for a list of links to the various government entities with oversight and enforcement responsibility.





## client accolades

We would like to take a special moment to recognize several of our clients who participated in this year's KGW Toy Drive. As a past participant ourselves we highly value this act of supporting and giving back to our communities. Special Kudos to these organizations:

**Pacific NW Federal Credit Union**

**LMC Construction**

**R&H Construction**

We also would like to say "Hats Off" to the list below of clients who made the Portland Business Journal's list of Oregon's Most Admired Companies of 2021:

### LAW AND ACCOUNTING

**Schwabe Williamson & Wyatt**

**Perkins & Co**

### NONPROFIT

**Friends of the Children – Portland**

**Catholic Charities of Oregon**

**Oregon Food Bank**

### HEALTHCARE

**Kaiser Permanente**

### FINANCE

**Columbia Bank**



## hra happenings

We have a new staff member joining our ranks. Her name is Rebecca Vales and she is a Senior Consultant. Rebecca has over 20 years as an HR professional serving public organizations as a consultant and policy analyst. She has a passion for providing clear, practical guidance to help each employer succeed. She focuses particularly on policy writing, HR compliance, and training.



## hr links

It is that time of year when many states have minimum wage increases scheduled so be sure to check with your state's specific information.

The **Washington State** department of Labor & Industries (L&I) shared that the minimum wage in Washington state will see an increase of 80 cents in January. The new statewide minimum wage will be \$14.49 per hour, up from \$13.69. The threshold that needs to be reached to be exempt from overtime will also be raised to \$52,743.60 a year.

The cities of SeaTac and Seattle will increase their [minimum wages](#) in January also – Seattle is \$16.69 and Sea-Tac is \$16.57.

**California's** drive toward a \$15 minimum wage for all employers continues. Effective Jan. 1, 2022, the minimum wage for employers with 25 employees or less will increase to \$14.00 per hour, and for employers with 26 or more employees, the minimum wage will increase to \$15.00 per hour. Employers must remember this increase also affects minimum salary requirements for exempt employees.

For specific cities you can reference the information here [A Reminder of Minimum Wage Increases in California for the New Year \(shrm.org\)](#)

**Oregon's** minimum wage increases in July of 2022. [BOLI: Minimum wage increase schedule: For Workers : State of Oregon](#)

Reminder to All: Employers must also ensure their minimum wage postings are updated appropriately to reflect state and local increases.



# whatever the question

## What issues should you bring to HR?

We recently had a client hire a full-time HR professional. Now they are interested in learning when and employee should go to HR v. Manager/Supervisor. They want to share this information with employees. What should they consider?

Each supervisor and employee is encouraged to resolve workplace questions or concerns informally and in an atmosphere of mutual respect. An employee should bring any questions or concerns to the attention of their immediate supervisor as soon as possible. Waiting may result in future and bigger problems. The supervisor should listen and ask questions, gathering facts and information, for resolution or inclusion of HR.

You may want to include HR if any of the following are the topic:

- Discrimination, harassment, or bullying (a witness to illegal acts).
- Emotional outbursts
- Unwanted physical contact
- Medical issues (co-worker, employee, or family of employee)
- In-office romantic relationships
- Social media content making an employee uncomfortable
- When questions or concerns remain unresolved
- After direct communication has failed
- Feel unsafe
- Retaliation
- Request for Personnel File
- Questions about benefits (leaves, 401(k), EAP needs, etc.)
- If a situation requires a third party or outside party to resolve
- If you have been asked to do something illegal
- An employee's physical condition has changed or does not allow them to do their work

Now, here are some suggestions where time with your immediate supervisor instead of HR might be best:

- Accommodations
- Questions about pay
- Policy Violations or Clarifications
- OFLA/FMLA
- Conflict Resolution
- Continuing Education and training
- Feeling overly stressed
- When personal circumstances change
- Alternative Work arrangements
- Forms
- Jury Duty
- Onboarding
- Time off (PTO)

**Caution and Reminder:** When you want to talk about something "off the record" there really is no such thing if a policy violation has occurred, or it was an illegal act, or if it breaks the law.

Clearly, this list is "nuanced" since there are situations that would "normally" fall under one area and with special circumstances might move to the "other". This is a discussion for each organization to have. The primary thrust is always to encourage the first-line conversation (employee to supervisor) whenever possible. Then train and inform frontline supervisors to not ignore any comments/complaints/inquiries and to encourage their reaching out to HR for guidance. Additionally, letting the supervisors know that whenever they seek help from HR to resolve at the early and direct stage that is a sign of them doing their job. When employees feel the need to jump over supervisors and go to HR it can be a sign that the supervisor should "check in" more often to debrief and address questions before they become concerns or problems. A goal here is to focus on the management development component of the outcomes too.

**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

Gallup's [State of the Global Workplace: 2021 Report](#) identified a global employee engagement rate of 20% - 34% in the U.S. and Canada. The report showed:

- The lost productivity of not engaged and actively disengaged employees is equal to 18% of their annual salary. This means - for an organization of 10,000 employees with an average salary of \$50,000 each, disengagement costs \$60.3 million a year.
- Replacing workers requires one-half to two times the employee's annual salary. So, it costs \$9,000 a year to keep each disengaged worker and between \$25,000 and \$100,000 to replace them.

In the same report it is mentioned that "People are calling it the "Great Resignation, and as the Gallup data show, it's not an industry, role or, pay issue. It's a workplace issue."

Gallup's survey also finds that it takes more than a 20% pay raise to lure most employees away from a manager who engages them, and next to nothing to poach most disengaged workers.



We are now in one of the tightest labor markets in memory, and all industries are feeling the pressure. Organizations are getting increasingly desperate, but desperation can spark new ways of thinking about how to fill vacancies.

[ResumeBuilder's](#) research indicates that 34 percent of retirees have thought about returning to the workforce. Employers who haven't considered tapping into this pool of potential employees should seriously consider doing so, before eager and available candidates seek opportunities elsewhere.

Only 20 percent of retirees, though, say their previous employer has reached out to ask them to return due to the labor shortage, according to ResumeBuilder.com.



## thoughts to think about

The New Year is always a good time to “refresh, plan, and set goals”. We share these quotes with you to get the New Year off on a good start.

*Doors of opportunity don't open, they unlock; it's up to you to turn the knob.*

~ Lily Taylor

*Recognizing the opportunities all around us and creating opportunities when they otherwise don't exist is the absolute key still having a full-tilt boogie life.*

~ Albert Mensah

*The pessimist sees difficulty in every opportunity. The optimist sees opportunity in every difficulty. ~ Winston Churchill*

*Small opportunities are often the beginning of great enterprises. ~ Demosthenes*

*There is no security on this earth. Only opportunity. ~ Douglas MacCarthy*

*When one door of happiness closes, another opens; but often we look so long at the closed door that we do not see the one which has been opened for us. ~ Helen Keller*

*Too many people are thinking of security instead of opportunity. They seem to be more afraid of life than death. ~ James F. Bymes*

*Please use two brush strokes to write the word crisis. One brush stroke stands for danger: the other for opportunity. In a crisis, beware of the danger - but recognize the opportunity. ~ Richard M Nixon*

# calendar of events



**05** HR Lunch Bunch: Onboarding - Ensuring Success

**06** Managing Remotely

**07** Supervisory Short: Leadership



**11** Technical Skills: Employee Handbook - Your Guide to Consistency



**13** Emotional Safety in the Workplace

**18** Soft Skills: Resiliency



**18** Technical Skills: Auditing Oregon Pay Equity



**19** Self-Care for HR



**27** Technical Skills: Auditing the HR Function



## Supervisory Success Series starts February 1st

**02** HR Lunch Bunch: Retaining Employees - especially those from underrepresented or marginalized groups

**04** Supervisory Short: Reinforcing Accountability



**08** HR Top Priorities for Small Business



**09** Technical Skills: Prevention of Discrimination, Harassment, and Retaliation

[REGISTER](#)

# calendar of events



**16** Technical Skills: Fair Labor Standards Act (FLSA):  
Tips and Tricks to Compliance Success



**17** Managing Generational Differences

**24** Soft Skills: Self-Awareness



**02** HR Lunch Bunch: Managing Change

**04** Supervisory Short: Emotional Intelligence



**08** Technical Skills: Employee Leaves - Protected,  
Discretionary, Paid or Unpaid



**10** Succession Planning: Retirements/Turnover - Are You  
Ready?



**16** Ideas for Creating a Happy Workplace

**17** Mental Health: Impact on Your Workplace

**31** Soft Skills: Developing Your Influence

[REGISTER](#)

## on my soapbox

Judy, our founder, has been filling our Advantage Newsletter for years with great information and many of her thoughts. Many hours have been spent in this endeavor. As 2021 comes to a close and a new year begins, I wanted to share some of my favorite “quotes” from her writing. For those of you who have worked with Judy directly, you will hear her voice as you read.



**1994:** “I can’t decide how you will choose to act, but I can take responsibility for reminding myself that courtesy and caring are not sufficient because I feel them inside. They are only effective if I express them to others.”

**1995:** [Preparing for the holidays] “Don’t look for only the grand moments. Promise to notice the small events and gestures, the feeling of a hug; the looks exchanged by lovers, husbands and wives, parents and children; the silence following a Thanksgiving prayer; the exclamations of glee accompanying the receipt of a desired gift; and the warm feelings of time shared.”

**1996:** “Our minds believe what our mouths say. It seems only prudent then to say things that are positive and affirming about ourselves. The messages “I’m so stupid” or “I always forget something” or “I’m really bad at math” or.....are hurtful and carry heavy implications for us. We should turn in all those devastating remarks for comments that reinforce and refresh us. We deserve to have good things said about us, even if we’re the ones who are talking. We’re worth it!!”

**1997:** “Each of us is the sum total of all our own experiences and our memories. Each special moment that we have embedded in our minds contributes to who we are. When we are uncertain how to proceed, we call upon our collective intelligence (including what we remember that we have done, and what we have been told about others’ activities) and make a decision about what to do. Memories are often our guides and coaches about what has worked and what hasn’t.”

**1998:** “These artistic variations are a perfect example of the difference in perception and perspective that different people have. If I can remember that a dozen artists will depict a scene differently, then it will be easier for me to remember that a dozen individuals will remember or perceive a situation in different ways.”

**1999:** We will come back to this one...

**2000:** “We are tiny parts of a much larger whole; like the strands of a beautiful spiderweb. Each strand strengthens the whole web, but it is only a fragment of the complete entity. To get a full perspective of our place in the universe, we must occasionally glimpse ourselves from a different vantage point so that we no longer view ourselves as the center of the organized world.”

**2001:** “Fun warms our hearts, lifts our spirits, and energizes us. It is far better to work in an environment that values relationships and encourages staff to have a good time while making a difference. “

**2002:** “Having waited so long for this [art and craft room], the words of Frank Tibolt seem quite appropriate: “We should be taught not to wait for inspiration to start a thing. Action always generates Inspiration” So I will begin, and hope that inspiration is not too far behind.”

**2003:** “We still have things to do and questions to answer, and it will be fascinating to see how long it takes us to think we are done. But we did it, and we learned from it, and we are ready to do it again.”

**2004:** [preparing for a trip to China] “The key question is, what will occur, or what will I experience that I haven’t considered, that never crossed my mind. Those are likely to be the best, most special memories. Those will be the new treasure trove of stories to share.”

**2005:** “We all live with so much pace, so many demands. Taking time for stories, to listen, learn, and care, creates lasting connection and closeness.”

**2006:** “Managing people, recommending policies and actions that impact the workplace is a huge responsibility. It takes understanding how people think, what drives and motivates them, and what makes a difference in their lives. It also takes us operating on all cylinders with energy and a sense of competence.”

**2007:** “Making humor part of each day, finding things to laugh at and people to laugh with, and seeing the preposterous in situations can lighten our spirits and make the problems of our lives a little easier to address.”

**2008:** “Our health and sanity depends on our ability to suspend the race [to get things done], even if only for a short while, regain our sense of priority, sit quietly, and be thankful for all the blessings we have.”

**2009:** “There will be lots of numbers, but don’t let yourself be swayed by the fact that the number is printed. Look behind it and ask if it is complete, if it is meaningful to your organization, if you need more information to feel as though you understand what is likely to occur next.”

**2010:** “I encourage each of you to find the moments of humor, amusement, and downright funny that spice our lives.”

**2011:** “It is right that we try to understand what makes memories, for there is much to be learned by recalling knowledge that helps us to avoid repeating our mistakes.”

**2012:** “I respect those different perspectives and value efforts to create dialogue that explores the consequences of all possible actions.”

**2013:** “But underneath it all, it is important for each of us in the HR profession to recognize that there are always different versions of the truth, each of which must be respected even if we think the other people’s version is wrong.”

**2014:** “But the real learning for me is that wasting time regretting or griping about what just happened will never help me do what needs to be done.”

**2015:** “I believe that we need to carefully consider when speed is an asset, and when it can create a major obstacle or adverse outcome. We must not allow the sense of pressure to compromise our decisions, our actions, or our thinking. The environment we are experiencing regarding “fast” contributes to our feelings of stress and inadequacy. Taking the time to be thoughtful, practical, and considerate reduces this stress and allows us to reach better solutions. Time can be our ally if we will let it.”

**2016:** “But it [knowledge] doesn’t mean anything unless you share that knowledge, instinct, gut reaction with others. Don’t be shy; tell folks about what you know. Chances are the rest of us don’t know it nearly as well as you do.”

**2017:** “..... that not every gap needs modification. The Grand Canyon is beautiful to behold. It is magnificent! Making it smaller would be a horrible disservice to all who have had their breath taken away by the panorama it provides us.”

**2018:** “I now believe that you can’t have true leadership without moral courage. If the leader is thinking more about how they will be received, more about whether or not the audience will approve of the message, more about acceptance, than the hard truth that must be recognized, that isn’t moral courage, it is pandering to others a false message with no integrity.”

**2019:** “Curiosity promotes learning and scientists have found that our brain activity increases when we are curious about something. So, “Curiosity may have killed the cat,” but the remainder of that saying is, “...and satisfaction brought him back.”

**2020:** [speaking of mentors]“ They are worth their weight in gold. They always seem to know what we want, but provide what we need instead, even if we don’t realize it at the time. They are usually a bit older because much of their shared wisdom comes from personal experiences. And that is the reason that we listen attentively when they speak to us, even if we find their comments disturbing. We know that there is at least one solid truth in their remarks.”

**2021:** “I am betting that you will find that a simple inquiry leads to a powerful strategy that generates a new way of thinking and acting.”

I hope you have enjoyed reading through the various ideas and quotes Judy has put her energy into bringing us over the years. The things you read above, Judy’s heart and soul, are what drew

me to HR Answers and led me to know I wanted to keep a great place like this going. You noticed above that I said we would come back to 1999, so, here it is....“I’m not used to being inarticulate so this search for a perfect word is a frustrating exercise. But in its absence, to those who are described above (I know you know who you are), I would not choose to journey without you, and my appreciation for your essential goodness is without bounds. For me, you are my treasure!” I have adopted many phrases from Judy in my six years with the organization. However, nothing more eloquently expresses how I feel about her, my treasure.

President and Owner  
Laurie

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

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