



advantage



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New Year—Set SMART(ER) Goals

The start of a new year often comes with a sense of excitement and anticipation of new beginnings and new opportunities. 2023 is also likely to include a degree of uncertainty and complexity for HR professionals to navigate. As we move forward in the changed world of work, many organizations are turning to confront predicted challenges head-on. The concept of setting goals is not new. The idea of goals has been around since before the common era when the Greek philosopher Aristotle identified that “purpose causes action.”

It's easy to understand why goals are so effective. They provide a plan of action and establish a clear endpoint, which provides valuable structure and purpose to our work. More importantly, goals are an essential key to employee engagement.

The Workplace Accountability Study by Culture Partners surveyed over 40,000 participants, and revealed that:

- **85%** of organizations say key results are not clearly defined such that employees at all levels can engage.
- **93%** of survey participants indicate that the lack of clarity inhibits them from aligning their work or taking accountability for desired results.
- **70%** of survey participants indicate that the lack of clarity puts their organization's key results in jeopardy.



This is an opportunity for HR to work with others throughout the organization. Helping to draft goals related to top priorities such as new initiatives, sales activities, projects for the coming year, or aspects of job descriptions where change is needed. Goals can target specific service expectations (e.g., returning all customer phone calls within a specified time period) and/or processes that need improvement (e.g., taking responsibility for monthly reporting requirements using newly acquired Excel skills).

Using the SMART-ER format is one of the best tools for oneself and helping others:

Specific - Narrow down the who, what, where, when, and why of what is wanted. Be specific in the goal description so the deliverable is clear. Avoid generalizing. Use action verbs as much as possible.

Measurable - Choose criteria to track progress and mark success. Identify how success will be measured. Common measures include quantity, quality, timeliness, accuracy, etc.

Attainable/Achievable - Ensure the goal is reasonable considering available skills and resources. Questions to ask to determine if a goal is attainable:

- Can I/we influence the outcome?
- Are there contingencies outside my/our control that need to be considered? If yes, what is the strategy to deal with those?
- Do I/we have the resources and the time to complete this goal in the context of the other goals and work priorities?

Relevant - The purpose matters in the context of the situation. Goals should be linked to the higher-level team, department, organizational goals. This provides context and ensures that goals and actions contribute to the bigger picture.

Time-bound - Set a specific timeframe with a clear deadline. Each goal needs to have due dates. For more complex deliverables, set milestones. Milestones are particularly effective when they are measurable.

Evaluate - Evaluate the progress and results. Cover the basics by asking:

- Are we following along the plan the way we intended to?
- Is the project moving forward?
- Should there be any adjustments to the plan?



Look at your shorter-term outcomes every day or month and the results of longer-term initiatives on a quarterly basis. Monitoring progress will also serve as powerful motivation to keep everyone on track (the mind cannot ignore them this way). And don't forget how important it is to celebrate the progress and achievements!

Review - It is important to review the goal(s) as priorities may change. It also means there may to be Readjustments made or different approaches tried to get to the goal.

Setting SMART-ER goals is beneficial both on individual and team levels. They give individuals a clear idea of where they are headed, how to get there, and the progress that is being made. What's more, they have a motivational factor by laying out a clear target to aim for, and that's why they help individuals and the team perform better.

A common question asked is how many goals should an individual set? Experts suggest no more than five active goals. The exact number should be linked to the number of key priorities that need to be accomplished during the performance period. This does not mean there will not be other important work to accomplish during the year, but the goals outlined and maintained need to represent overall top priorities. If you have too many goals people will not be successful.

It is also important to keep in mind to differentiate goals, job responsibilities, and professional development.

Job responsibilities and goals. Job responsibilities are the established, recurring duties and skill requirements for a position. Goals are set annually and describe top priorities, such as new initiatives and projects for the coming year. Goals may also be related to enhancing performance in key areas of the job.

Common types of goals are:

- To increase something (satisfaction, retention, effectiveness)
- To make something (documents, reports, presentations)
- To improve something (processes, results, relationships)
- To reduce something (risk, expenses, waste)
- To save something (time, money, space, energy)



Goals and professional development. Goals are work-related priorities. They define what must get done. A Professional Development Plan includes developmental priorities and how an individual will grow within their job.

- If the feedback is related to what will be done over the next year, it should be noted in the goals.
- If the feedback is regarding how one needs to do the job, the actions related to this feedback should be recorded in the Development Plan.
- For example, learning something new provides for how the work gets done, so it would be included in a Development Plan. Taking a class or maintaining a certification falls in this category. The application of a new skill to achieve a result, however, describes what work is being done, and it should therefore be included as a goal.

Examples:

- In an effort to foster delegation, communication, and organization, I will create a procedures manual that outlines how to perform each of my job duties. I will document five new procedures each week, with a targeted completion date of March 1, and I will review the manual on the first Tuesday of each month moving forward to make sure it remains up to date.
- Develop and pilot a new student outreach strategy by April 30th using social media (Twitter and Instagram) to increase inquiries to our programs by potential students by 25%.
- Have lunch or coffee at least once a week with a team member from a different department to gauge their feedback on how I can foster a safe, caring, and efficient environment. At the end of each month, identify three things that are working well and three areas for improvement. Suggest solutions by June 1.
- Prepare for system launch by developing a launch checklist, tasks, due-dates, and drive approval process from department stakeholders by July 30, 2023.

Manage your goals. Review the goals and development throughout the year, as individual and team's priorities may change.

To update goals, document what you think needs to change and have a discussion with your supervisor/manager. Ensure that there is alignment on changes and that everyone agrees to any modifications.

A midpoint check-in time can be used to manage and update the goals. In addition, scheduling an informal goal checkpoint to review and discuss changes to the goals is a good idea. These discussions should summarize accomplishments to date, identify any goals that were added, eliminated, or changed, review priorities, and clarify performance expectations going forward.



Reviewing Workplace Monitoring Policies

Late last year a viral Tik-Tok video made clear younger professionals are beginning to recognize that employers could be monitoring their workplace communications. This is a good prompt to us all to revisit your policies and practices. This reminder is two-fold 1) It is good practice to remember to continuously remind our employees about policies and information as our employees turnover and as the operation grows, etc. 2) In addition, it might be easy to forget that new employees in the workplace are not familiar with the “emerging issues” that happened 10 and 20 years ago and they have no frame of reference.

The now-deleted video that made the rounds on social media noted that organizations can review their employees’ “private” conversations through workplace messaging apps like Microsoft Teams. While it’s a common practice for employers to monitor electronic communications stored on company-issued technology, the proliferation of remote work and increased use of chat apps which means more workers are socializing with colleagues over company-owned electronic systems. The ability to monitor employee communications comes with many questions and options for employers to consider.



Do your employees know they can be monitored? If not, do you need to review or update your policies? Are you taking steps to reserve your legal right to monitor employees? If so, how much monitoring should you actually be doing, and how will this impact workplace morale? You should consider all these questions — and more — when molding your workplace monitoring policies and practices. Here are a few points for employers to note.

Under a variety of federal and state laws, an employer’s right to monitor employees may be restricted depending on the nature of the monitoring and the laws in the relevant jurisdiction. Many workers expect employers to monitor their email communications on the organization’s network, and this is often disclosed to employees through handbooks and other electronic communications policies. However, when it comes to new and developing methods of communication — including video conferencing and chat apps — employees may not assume employers are listening or watching. You may need to let them know. In fact, in some contexts, you need to obtain consent and provide specific notices before engaging in electronic monitoring.

At the federal level, the Electronic Communications Privacy Act (ECPA) prohibits the intentional interception of electronic communications, with the following two exceptions:

- The “business purpose” exception allows an employer to monitor employee communications as a necessary incident to the rendition of services or to protect the rights or property of the business.
- The “consent” exception allows employers to monitor communications when the employee has given prior consent.

At the state level, employers are starting to see additional requirements. For example, [a recently enacted New York law](#) requires employers to give employees written notice, have them sign a written acknowledgment, and post the notice in a conspicuous place that can be seen by all employees who are subject to monitoring. Be sure to check the laws in your state to see if there are any specific rules you need to follow.

While adhering to legal requirements is always an important consideration, employers should also consider the non-legal ramifications of monitoring employees — including the impact of workplace surveillance on employee happiness.

Employers would also be wise to consider whether certain monitoring activities like geolocation monitoring (even where permitted and with notice and consent) may capture more information than you would want or need. This could include data relating to potentially protected off-duty conduct or membership in a protected class that would otherwise be unavailable to you. This could potentially lead to a discrimination claim if you later discipline or terminate the employee and you have access to this information. A good rule of thumb is to work with your counsel before setting such policies.

Is Downsizing Really The Answer?

The news has been full of reports of firms announcing layoffs. People working in the high-tech and service sector are the ones currently affected by this. Some of these organizations include:

- Meta
- Amazon
- Twitter
- Ford
- Better.Com
- Microsoft
- BYJU'S
- Blinkit
- DoorDash
- Morgan Stanley
- Blue Apron
- Adobe
- CNN
- Pepsi
- Gannett
- BuzzFeed

Each of these operations have their own reason for making this business move. Below are some of the most common reasons reported behind massive layoffs:

- The Covid-19 pandemic and the lockdown that followed.
- Financial challenges (cost saving measures) caused by growing inflation and the recession.
- The incompetence of the workforce. (We are concerned about this one).
- Modernization and reorganization of a business.
- The Russian-Ukrainian conflict that has impacted the global economy.
- Realignment



Is downsizing really the best solution? There is no doubt the economy has been challenging for many and has put added pressure on organizations of all sizes. Employers today are faced with a dilemma of managing expenses with the rising labor costs and yet we still have more open positions than people to fill them. Yes, inflation is rising and yet many economists say we have a strong economy.

Downsizing is a risky gamble. Studies indicate downsizing often fails to improve productivity or revenue. Many organizations find they must rehire staff within a year. Morale and productivity for the employees who are left is low and survivor guilt begins to impact work. Among those who remain, more than

half report increased stress.

Organizations need to consider all of their options before saying goodbye. HR can assist in the endeavor and work with others to explore thinking big and out of the box. Downsizing should never be the first choice of action. Rather, it should be viewed as one of a number of options given an organization's situation (and hopefully the very last alternative).

Take a look at the following list as possible steps to take in order to avoid downsizing and layoffs.

- Consider where excesses have developed and eliminate those expenses where possible. Implement comprehensive cost-saving strategies at all levels.
- Leave jobs unfilled when there's attrition, or only hire part-time employees.
- Re-align work assignments to current staff rather than making new hires.
- Reduce hours. Offer less overtime pay and vacation time.
- Consider a four-day workweek. (Example: Charles Schwab asked people to take off three Fridays over the next five weeks as an unpaid vacation to cut back on costs).
- Cut back on benefits and offer fewer perks.

- Lower wages, pay freezes, or elimination of bonuses until the tide turns.
- Reduce the number of organization celebrations and holiday events as well as reduce the amount spent on the functions.
- Implement cross-training in departments where loss is likely.
- Create “Value-Added” and “Revenue-Enhancing” opportunities.
- Offer employees a leave of absence.
- Offer employee buy-outs or shared ownership.
- Offer employees a demotion into a vacant role instead of layoff.

The key to success in today's economy is to stay lean while growing. Armed with a proven list of alternatives, organizations that carefully and strategically evaluate the alternatives to downsizing will be the ones that are poised for success.

Things Successful Supervisors Do Differently

We've all had good supervisors and bad ones, and chances are we remember the characteristics of both vividly. The good ones probably stick out as people who have made a positive impact on our work lives and who made us more successful in our careers. The terrible ones probably showed us the type of supervisors that we don't want to be and the mistakes we don't want to make.

Outstanding supervisors can create a profound ripple effect in their organizations. Their behavior, integrity, and role modeling rub off on others for the better. Not only do supervisors directly impact their team members, but they indirectly affect others. The people they supervise and manage frequently move on to lead others, often in a way that emulates how they were supervised.

Here are several things that successful supervisors do differently that make themselves stand out.

1. They treat others beyond the golden rule.

Much of what makes certain supervisors more successful than others is going beyond treating others as they would like to be treated – they treat others like they want to be treated.

They think of how they would like to be supervised (respectful, consistent, honest, fair, loyal, kind, flexible, empathetic, etc.) and they also realize that they have a group of individuals who may have different needs and desires and they flex and adjust to their staff. That's what outstanding supervisors do.



2. They radiate integrity.

Successful supervisors have high integrity. They exude honesty, sincerity, consistency, and credibility regardless of whether they may potentially displease someone or experience some uncomfortable conflict or negative consequences. They say what they mean and follow through on their actions.

Likewise, if they aren't sure of a commitment or promise, they don't make it, because they realize that failing to follow through time and time again shows that their words are empty, gives their employees false hopes, and makes employees question their commitments.

They also know right from wrong and follow a strong moral and ethical code in the workplace. This behavior is frequently correlated with words like ownership and self-accountability.

3. They set the example.

Along the same lines, successful supervisors walk the talk each and every day. They comply with policies and procedures, follow the rules, model the organization's culture, and core values, set an example of leadership, and convey all of the behaviors and attitudes they expect of their employees.

In addition, outstanding supervisors don't think they are privy to a different set of work standards than everyone else because of their role and title. They work hard; just like everyone else.

4. They have humility.

Too much pride and ego get in the way of many supervisors' effectiveness, which is why successful supervisors have humility. They don't let their title, authority, and power, go to their head. They don't assume they know or deserve more than those they supervise, don't put their success and ego ahead of others, and they influence through inspiring and motivating rather than control, command, or demanding compliance.

They are givers rather than takers, more participative than directive, and are quick to take responsibility when things go wrong rather than put the responsibility on others.



5. They listen and communicate well.

Effective supervisors communicate often and interact with their employees professionally and appropriately.

Great supervisors are attentive to and listen closely to the needs of their employees and respond to them accordingly. They keep a pulse on their employees professionally and a bit personally too. In fact, they do more listening than talking, because their job is to help their people solve problems and succeed so that they build a winning team together.

6. They encourage the best in people.

Outstanding supervisors do more than just manage to results - they look for and encourage the best in their people. They help employees identify and play to their strengths and unique talents and align those strengths in ways that best fulfill the needs of the team.

They understand each employee is ever-growing in their professional journey and they encourage and help them to become the best people they can be with their wisdom, knowledge, and leadership. In essence, great supervisors choose to be more like "stewards and mentors" rather than "bosses" who care for, nurture, and support employees.

7. They acknowledge others.

Acknowledgements can be a rarity in the workplace, and they can truly make an impact in the work lives of your employees, strengthening their commitment and motivation. Successful supervisors acknowledge others, particularly their value to the team and the value of their contributions, achievements, and ideas. They give them credit for their work, point out their accomplishments, and acknowledge them either privately or publicly (whatever the employee prefers).

8. They develop talent.

Successful supervisors develop talent, making everyone smarter and better at their jobs. They cultivate talent and intelligence throughout their team by teaching and mentoring their employees, bringing people together to participate and generate ideas; and giving their team autonomy, authority, and responsibility. They also develop their staff members through delegation to provide growth and stretch opportunities along with autonomy.

9. They lead employees to the right answers.

Successful supervisors coach employees. They ask open-ended questions and help guide employees toward self-awareness and self-discovery along with providing employees to resources they need to complete a task, suggest people to talk to for guidance, and provide clear instructions and information necessary to do the task. They make themselves available for questions, coaching, and additional support. When employees encounter roadblocks, they offer ideas, suggestions and sometimes advice on how to improve.



If you're a supervisor, consider the fact that you are assigned to spend a significant amount of time per week with your team members and how you might use this time to be a better steward and leader to those you supervise. Supervisors have a tremendous opportunity every day to make a difference in the lives of their employees and create a positive, fulfilling work atmosphere.

In the end, supervisors reap the fruits of the seeds they sow. What kind of effect will you create as a supervisor? If supervisory skill improvement or strengthening is a goal for 2023, HR Answers

offers a Supervisor Success series [starting on February 7th](#). If you are wanting to create a custom program for your organization, please [contact us](#).

Alert

Paid Leave Oregon—Contributions and Taxes

On December 16th, the [Oregon Department of Revenue](#) issued clarification on the tax questions related to the [Paid Leave Oregon](#) contributions that begin on January 1st, 2023. While HR Answers does not provide tax advice, we know our clients have been waiting for this information. Should you need clarification on what this means for your organization, please contact your tax advisor or attorney.

If you need a referral, please reach out to us. We would be happy to provide one.

[Click Here to View the Memo](#)

Wellbeing

Our reader base is a high percentage of HR Professionals, Business Owners, and Management individuals of organizations of all sizes. The last several years have taken its toll. In the HR space compassion fatigue and burnout are serious matters.



This year HR Answers would like to include in our content sharing information on wellbeing by offering ideas suggestion and support around the benefits of Emotional Fitness (you taking care of you).

Your brain is always on alert, trying to figure out how to keep you safe, looking out for possible danger. This is good for surviving, however, may not be great for thriving because this can cause tons of stress.

Chronic stress is also very expensive so your brain pulls resources away from maintenance activities like organizing and processing information, digestion, and deep thinking.

Taking high quality breaks throughout the day helps your brain to feel safe and release some of this tension and frees it up to do important maintenance activities. There is a science to taking high quality break:

- Step away from the screens (disconnect)
- Move your body (get the blood pumping – walk outside, stretch, etc.)
- Do something that fuels your energy (deep breathing, read, draw, mediate, sing, etc.)

These breaks allow you to tell your brain: “I am safe enough to chill out a little, so please go ahead and do your processing and organizing because we don’t need to run from a pack of wolves any time soon.”

High quality breaks aren’t just necessary for energy fuel. They are essential for high performance and health. So, what do you do for yourself every day for 5-10 minutes to refuel, to recharge that keeps you going in a positive spirit? If you do not currently have this habit perhaps this is an opportunity to build one for yourself. We would love to hear from you. [Email us and share](#). In addition, we have an upcoming webinar on Self-Care scheduled on January 25, 2023. [Register Here](#).





client accolades

DeSantis Landscapes – 12/14/22 – Congratulations to **Isabel Trevino, HR Manager**, for being recognized as the Employee of the Year by Lawn and Landscape Magazine. What an honor! We are impressed with your representation of DeSantis and the HR profession! Keep being an awesome company innovator and leader.



Isabel Trevino, DeSantis Landscapes
Photo by Betty Boyce



hr links

Podcasts are a popular way to learn and share information on the go...anytime, anywhere, and often on your schedule. Here are several podcasts you might be interested in checking out. These podcasts offer a great way to get ahead of the game. They offer a range of tips and tricks from people with experience and find out what works best for you and your organization.

HR Works – from HR Daily Advisor

HR Happy Hour

Nine to Thrive – from HCI

HR Studio

DriveThruHR

Let's Fix Work

My HR Future

HR Coffee Time

Punk Rock HR

WorkTrends from Talent Culture



whatever the question

Q: We continue to have challenges filling our open positions. We think we have done a good job of diversifying our sourcing efforts. We believe our employees would make good ambassadors for the organization and would like to start encouraging them to assist in our recruiting activities. How can we best tap into this source when it comes to recruiting?

A: Tapping into your current workforce is a great way to support your recruiting efforts and, ideally, connect with individuals who share common values with the organization and your staff. It is also great to hear your current workforce enjoys working for your company and appreciates your benefits!

You can use your existing staff in a variety of ways. Encourage employees to post open positions and share relevant content about your organization on their personal social media. You can work with your marketing department (if you have one) for branding and consistent messaging). This can help build your employer brand and draw interest from candidates interested in learning more about your organization.

Feature employees on your website – the career section. Interview current employees and have them share why they love working for your organization. Be sure to ask employees about the culture, the benefits, the management, any perks, etc. If you have any videos about the job (like video job descriptions) you certainly should post those too. Or provide a link to your Facebook account to see the fun, softer side of the organization.

Another option to consider is encouraging current employees to leave online reviews. Most candidates research online before applying for a job or accepting an offer. Employee reviews can help give candidates insight into your workers' experience and support your recruitment efforts.

You can also consider using an employee referral program incentivizing staff to refer quality candidates by offering a monetary award if the referred candidates are hired. Adding a \$1,500-\$2,500 referral fee (paid out in increments after 30 days, 90 days, and 6 months) excites current employees, reduces the average time to fill vacancies and increases new employee retention. Opportunities to earn extra cash always make employees happy and boost morale.

In addition to leaning on your staff to help with recruiting, there are other considerations to keep in mind. Ask a third party to visit your website and see what it says about you. Ask them to go through the on-line application process (if you have one) and ask for feedback about the ease of the process. Perhaps ask them for feedback on your social media platforms. Can candidates get a sense of what it may be like to work for you? If not, consider boosting your social media pages to include information about the type of career positions in the organization, your benefits, your mission, and your values. Photos of workplace events and videos of staff talking about their experience working for the organization can give people a better sense of what it's like to work there. Good Luck!!



hr by the numbers

Applying for a new job can be stressful, and according to one survey, that stress is leading a majority of job seekers to lie on their resumes in order to stand out. The [survey findings from Checkster](#), a reference checking company, show that 78% of candidates who applied for or received a job offer admit they did or would consider misrepresenting themselves on their application.

The survey included responses from 400 job applicants - here are the most common lies told during the hiring process, and the share of candidates who have or would consider telling them:

- Having a mastery of skills they barely use (like Excel or a foreign language): **60%**
- Working at a company longer than they did in order to omit another employer: **50%**
- Having a higher GPA by more than half a point: **49%**
- Holding a director title when the actual role was manager or other equivalent level: **41%**
- Earning a degree from a prestigious university when they were actually a few credits short: **40%**
- Earning a degree from a prestigious university instead of where they actually went: **39%**
- Earning a degree from a prestigious university when they'd only taken one class online: **39%**
- Saying they achieved things they didn't: **33%**



The world is seeing increased languishing, depleted surge capacity, and a global mental health crisis. According to Gallup, seven in 10 people globally report they're struggling or suffering. What we've learned is people want to keep working — just not at the expense of their overall health and happiness. (Source : Ron Carucci and Kathleen Hogan)



Time and again, disability is excluded from strategies and initiatives by major businesses who claim to be doing better or leading with purpose-led values. Although 90% of organizations claim to prioritize diversity, only 4% consider disability in those initiatives, according to a report from the Return On Disability Group. A 2020 Accenture study found that businesses who focus on disability inclusion grow their sales 2.9 times faster, and their profits 4.1 times faster than other companies.



The latest economic challenges and the legislative environment have brightened the spotlight on pay. The dramatic increase in cost of living brought on by inflation has prompted employees and employers alike to question whether or not inflation should be more of a factor when determining

pay increases. Several states, including Colorado, New York, and California, have also passed pay transparency laws requiring some form of disclosure either to employees or job candidates and more states are likely to follow. These situations present an opportunity for organizations to get really clear on their compensation philosophy and strategy and to educate their employees. On the topic of inflation, the majority of employers have expressed their commitment to basing pay on cost of labor, not on cost of living. In the past, employers did adjust pay in reaction to inflation but learned that once the economy rebounds, they couldn't exactly reduce base pay.

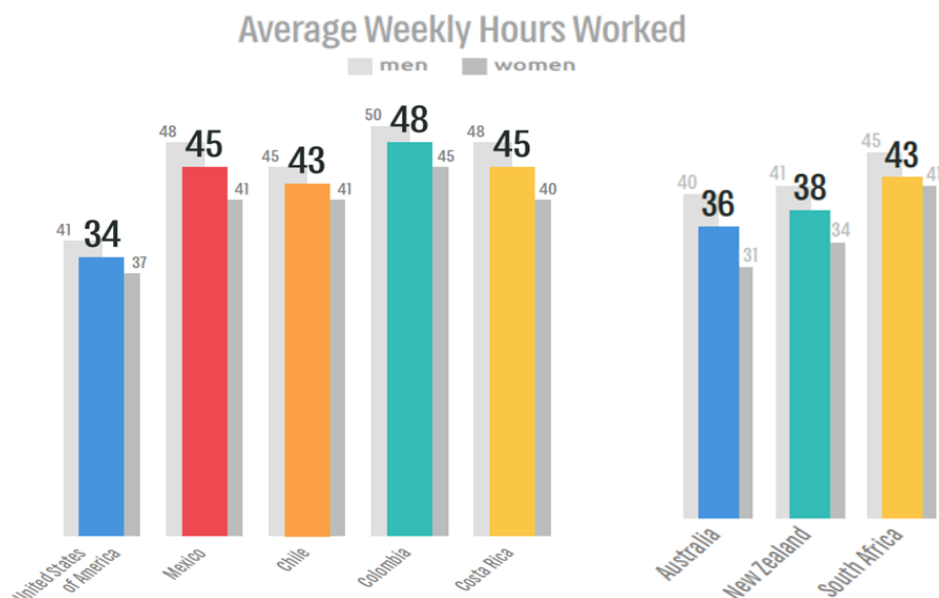
What actions are organizations considering for managing rising inflation?



Source: Mercer's Real-time Insight Survey: Inflation, labor market challenges, return to workplace, vaccines, and more (2022, Global results) available at taap.mercer.com. Copyright © 2022 Mercer LLC. All rights reserved.



Did you know that the U.S. actually doesn't work the most hours in a week? Are you curious how your workweek compares with countries around the world? BambooHR pulled data from Organization for Economic Cooperation and Development (OECD) reports to give you a visual guide to working hours around the world. The Netherlands has the shortest average workweek at 29 hours. Colombia and Turkey are tied for the highest average workweek with 48 hours. 36 hours and 39 hours are the two most common average workweeks.





According to Business Insider, as of November 2022:

States with pay transparency laws	Jurisdictions that are considering (or have considered) pay transparency laws
California Colorado Connecticut Maryland Nevada Rhode Island Washington	Massachusetts South Carolina Tennessee Washington, D.C.



Reminder:

Many states increase their minimum wage at the first of the year. Please check your state resources to make sure you are in compliance. Washington State's minimum wage bumped to \$15.74 on January 1, 2023. Oregon's will change in July of 2023.

Employers in Oregon are required to provide the facility for retirement savings. This does not mean cost or contribution. The last window of a multi-year implementation is for small Oregon employers with 3-4 employees. These employers must register with Oregon Saves no later than March 1, 2023. If you need additional information about this requirement [click here](#).



thoughts to think about

If you go to work on your goals, your goals will go to work on you. If you go to work on your plan, your plan will go to work on you. Whatever good things we build end up building us.

~Jim Rohn

Successful people do things that the average person is not willing to do. They make sacrifices the average person is not willing to make. But the difference it makes is extraordinary.

~Brian Tracy

My goal is not to be better than anyone else but to be better than I used to be.

~Wayne Dyer

Cheers to a new year and another chance for us to get it right.

~Oprah Winfrey

Last year's words belong to last year's language. And next year's words await another voice.

~T.S. Elliot

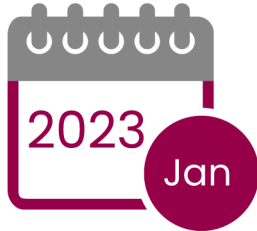
There are far better things ahead than we leave behind.

~C.S. Lewis

Be always at war with your vices, at peace with your neighbors, and let each new year find you a better person.

~Benjamin Franklin

calendar of events



04 HR Lunch Bunch: Make a People-First Culture a Reality in Your Organization!

06 Supervisory Short: Leadership

10 Managing Remotely



11 Emotional Safety in the Workplace



12 Professional Practices: Employee Handbook—Your Guide to Consistency

18 Essential Skills

19 Professional Practices: Auditing Oregon Pay Equity



25 Self-Care for HR



26 Professional Practices: HR Auditing - The Basics

Success for New Supervisors



Begins February 7, 2023

Every Other Tuesday | 8:30am to 12:30pm




[REGISTER](#)

calendar of events



- 01** Workplace Civility and Etiquette
- 03** Supervisory Short: Goal Setting
- 11** Emotional Safety in the Workplace
- 08** Looking for a New Supervisor
-  **15** Diversity, Equity, Inclusion: Managing Generational Differences
-  **16** Professional Practices: Fair Labor Standards Act (FLSA: Tips and Tricks to Compliance Success
- 23** Essential Skills: Emotional Intelligence



-  **02** Professional Practices: HR Records Management
- 03** Supervisory Short: Ice Breakers
-  **07** Professional Practices: Employee Leaves - Protected, Discretionary, Paid or Unpaid
- 08** Coaching Essentials: People, Purpose, and Passion
- 15** Employees Crave Better Feedback
- 17** So You Think You Want to be a Supervisor
-  **23** Succession Planning: Retirements/Turnover - Are You Ready?

[REGISTER](#)

on my soapbox

There was a recent study that discussed New Years' Resolutions. I was surprised at one of the results. The study found that 94% of all resolutions are to do something, and only 4.5% were about stopping something. (I have no idea what happened to the other .5%.) It made me think about what resolutions I had over the past several years; and sure enough, most of mine were about starting something; except for last year when I promised that I would be a more gracious driver and STOP my reactions of agitation and anger when someone drives in an inappropriate fashion.



The article caused me to wonder why we don't think of stopping things as much as starting things. I have mulled this over and come to one conclusion; (no guarantee that I am anywhere near the real answer). My conclusion is that we are likely to aspire to be better at something or develop some new habit or skill. This would likely lead to a thought about learning, improving, or becoming adept at a particular thing. We may not be as aware of things that we are doing that agitate others or upset them. So, stopping something may not be as easy to think about or identify.

- Just think about the typical resolutions:
- Lose weight
- Be more focused
- Eat more healthy foods
- Get fit – exercise more
- Save money
- Spend more time with family
- Be more active in my community
- Travel
- Cross out items on my “bucket list”
- Read more books (this one topped the list in 2013)

None of these are about stopping anything. The only item that continues to show up on top ten lists that is about stopping something is smoking. But this one is also the on the list of the most frequently broken resolutions.

I have no idea what all of you chose as this year's resolution, or if you even have any. I know that I have begun to think about this opportunity to assess my life, my habits, and my behavior differently in the last few years. And last year's resolution really did stay with me all year and I did become a much more gracious driver. This past year I have committed to something major in my relationships with others. And guess what, it is something to do, not something I am stopping. For the coming year, I thought about things that would be appropriate for stopping. I have ended up with something that was far more appropriate for me to start. I have decided to think of it as a marathon – one that lasts 365 days. As I approach the starting line of January

1st, I know I must keep it in the forefront of my mind. I must do something that is in line with my resolution each day. I may have something to report next December. We'll see how well I do or don't, but I wish you well in your endeavors if you are a Resolutions kind of person. Here's wishing you time for the internal conversation with yourself and resulting clarity about what you wish to commit to either stopping or starting. Best wishes for 2023!!

Judy Clark, Principal and Founder

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

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