



advantage



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In 2023 What Will HR Focus On?

Over the last couple of years HR leaders have faced a historic amount of disruption. While things have settled a little many are ready to start working on a number of challenges and opportunities. There are a number of trends and priorities to pay attention to.

You are probably like us and receive a number of articles and are asked to attend webinars where statistics are shared, and export reports are made available.

As a result, we have pulled together information about 2023 HR priorities for your reference. These may already be on your list and can help you articulate what you are trying to accomplish or start the conversation with your peers.



Leader and Manager Effectiveness – Preparing them for the future of work, empathic leadership, understanding HR liabilities, and employee emotional wellness top the list. Other challenges include leading remote teams, managing hybrid work, and the changing expectations of leaders.

Employee Experience – Having the ability to be themselves, speak up, share ideas, be listened to, and be valued for their contributions as well as be able to talk about their career opportunities within the organization.

Diversity, Equity, Inclusion, and Belonging – What initiatives can HR implement to promote DEIB in all stages of the employee life cycle? Much of the focus has been of recruitment activities. There are plenty of opportunities when it comes to onboarding, development, promotion, and other people practices creating more inclusive workplaces where people feel like they belong. HR does not have to do it alone. Employees feeling safe to talk about disabilities and their involvement in Employee Resource Groups (ERG's) are certainly steps in the right direction.

Recruiting – Competition for people and skills continues. Sourcing strategies are insufficient for finding the skills they need. Employers will need to tackle the question of whether college degrees are really needed or not. Many organizations are actually screening out hundreds of skilled applicants due to this required qualification.

Onboarding – This HR activity has been in a chaotic state of flux for a few years now, and it's showing! Employees found their onboarding experience to be stressful and that onboarding wasn't personalized or structured to help them reach productivity in their role. Employees felt

they'd been left isolated or alone during their onboarding and their onboarding made them question their choice in jobs – pointing back to our statistic on those misleading job descriptions.

Wellbeing – We have all been hearing about the high need for more education and understanding the role mental health is playing in our workplace. Wellness also encompasses other elements such as physical, emotional, financial, etc. Employers have to be intentional about what they are doing and why in this space. Just offering a new benefit or making telehealth option available is not enough. Organizations cannot have a one size fits all approach. Tailor your approach, policies, and practices to the unique needs and characteristics of your organization and people.

Reshaping Workplace Learning – HR will reinvent employee development strategies and bring learning into day-to-day work. Closing the skill gap is one of the critical ways for HR to make a difference in their organization. In 2023, the focus will be more on strategic learning – the training of skills aligned with the capabilities the organization needs to be competitive. This can include hard skills, which are more technical, and soft skills, like communication, time management, and analytical and critical thinking skills. Strategies such as microlearning, micro-mentoring, and performance coaching will be used.



Future of Work – The discussions continue regarding hybrid and remote options for positions and workers – work arrangements that work for everyone. In addition, there are rumors afoot about the benefits of a 4-day workweek and how it might benefit employee attraction, retention, and wellness but of course productivity and customer needs have to be addressed.

HR Listening - HR will play a role in listening to the employee voice, which is becoming increasingly important for organizations with hybrid and remote working policies. Employees want to share what is working and what is not, what they need, how they are willing to contribute beyond the job and more. HR will have to adapt to the preferences and adjust policies to give their Millennials and Generation Z employees the flexibility and collaboration they crave. HR will also help build soft skills, including empathy and active listening amongst its leadership population, as employees look to their leaders as a trusted source of information.

Information gathered from Connecteam, Gartner, Academy of Innovative HR, Cezanne HR Research, Lattice, Udemy, Northumbria University and SHRM.

Downsizing Is Not Always the Answer

Last month we discussed layoffs and some of the common reasons cited for this business activity. The emphasis of the article was on steps to take to avoid layoffs altogether. As HR professionals we understand that sometimes the decision will be made to move ahead with downsizing activities.

If the decision is made to let staff go, there are key areas employers need to be aware of and address before making the decision known to the whole organization. Please consider the following:



- To prevent drastic action, make sure you've taken every possible step to cut expenses. Make sure you're not damaging your own ability to achieve by cutting employment costs.
- Consider the expenses that will be incurred directly and indirectly by the layoff. For many organizations, there is an added expense because of severance packages and unemployment Insurance.
- Make certain you are not discriminating against protected groups (minorities, over 40, etc.). Identification of staff to be laid off by using the appropriate methods is critical. Appropriate methods

include: Seniority, Job Classification/Status, Documented Performance, and/or Skills based. Consider the time frame of the layoffs and decide what timetable will cause the least disruption to your workflow and production.

- A decision on how best to deliver the announcement needs to be discussed. Before getting the word out, determine who will be privy to the information and how and what information will be provided. You do not want your employees to read about their own layoffs on social media before they were officially notified.
- Managers will need training to effectively deliver the news. A well-handled and compassionate layoff can dissuade ex-employees from disparaging your organization or filing employment claims. You also want to avoid ill feelings to lessen the opportunity for workplace outbursts or violence.
- Give advance notice so employees can make the necessary personal arrangements. It is best practice to offer outplacement support as well. For some staff members it may have been a decade or more since they have been in the job market, and they may need assistance with resume preparation and interviewing skills.

- Decide in advance the size of severance packages, including whether or not this includes outplacement assistance, health coverage throughout the period of severance, and office space or phone use during their employment search. Advise workers immediately on options for their health coverage and retirement packages (COBRA and 401(k)).
- Be sensitive to those employees who remain – survivors guilt can be stressful. It's the employees who stay who will determine the success or failure of your organization. Too often management overlooks their needs. These individuals may need counseling, training, and care. One of the inevitable results of layoffs is a dispirited workforce. When morale is low employees are unlikely to serve customers well, and a declining level of service is the last thing any organization needs.

Warning Signs Managers Need Coaching Skills

“I cannot teach anybody anything, I can only make them think” -Socrates

Do these observations or statements sound familiar?

- Managers distrust teams and often employ tactics like micromanaging employees, controlling freedom, and acting superior.
- Employees' performance, productivity, and overall happiness seem to keep declining and harm their, sense of trust, emotional outlook, passion for work, company loyalty, and company advocacy.
- Managers don't understand the strength and weaknesses of each individual, preferring instead to approach coaching everyone as if they were on the same level.
- Coaching sessions are uninteresting and lack engagement because coaching isn't personalized to their needs and skills.
- Teams lack basic skills and don't know how to apply their knowledge.



Perhaps it is time to offer training for managers. One of the focal points for employers in 2023 is Manager engagement and retention. If managers are struggling and frustrated and feel like they are not doing their job well or don't feel like they have a handle on their staff and how to help their employees meet their performance goals, they need assistance. You or your managers might need to develop focused coaching skills to be confident and competent enough to build and lead a high-performance and autonomous team to success. Manager groups with a strong sense of belonging and which practice accountability have a higher success rate. So, efforts to go beyond training that involve giving them opportunities and places to talk will be vital.

Examples might include round tables, retreats, time, and places where they can workshop through a conversation or career pathing ideas for employees while building fellowship and having fun.

We'll let you focus on some of those idea and we'll get you started with some of the coaching essentials with our upcoming interactive educational program on March 8th. Click [here](#) to learn more.

Always, Do Something

Every person has opinions, feelings, objections, concerns, and questions; and that doesn't change when they become an employee. Each employee should feel their organization is open to hear what they have to say. We are not suggesting that every opinion, feeling, objection, concern, or question requires a lengthy investigation or change to the organization's standards. We are saying the organization needs to be diligent in listening and sharing with the employee what next steps look like, if any are needed. Let's be real; some employees are unhappy and will find something negative about everything the organization or their co-workers do. At times they will even be unhappy when the organization does exactly what they asked. Don't stop listening to them. (While not the focus of this article, a little hint... the "do something" in these cases is performance management).

HR professionals are trained to "do something" and that is what we are focused on. So, how do you know what "something" should be? There are a number of steps that should be taken, and we are going to take a quick tour of each.



1. **Know Your Organization's Standards** – Where are the standards? In the handbook, separate policies, or operational manuals. Wherever they are, read them. Ask questions and if you are responsible for them, keep them up to date. These standards should be recalled as quickly as your organization's hours of business. They are your guide. These should also be known to every employee (at least where to locate them).

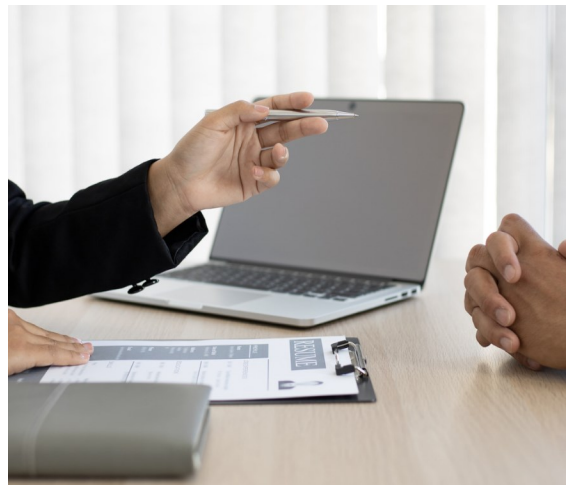
2. **Determine if Information Brought Forward Aligns with a Standard or is a Subjective Matter** – This is where we ask clarifying questions. What are the specifics of the situations? Were others involved? Has this happened before? Have you brought this to anyone else? What happened? Why do you think this is

happening? What do you think a solution would be? Think of the initial interaction as an opportunity to gather a few facts which you can compare against company standards.

3. **Determine Next Steps** – If an organization standard is alleged to be violated a more formal investigation into the matter may be warranted. This is certainly the case for matters that align with standards around discrimination, harassment, or retaliation. Those standards (Step 1)

should generally outline the process for response. If they don't, you will need to look at "what has been done before" in similar circumstances.

4. **Correct, If Needed** – Upon completion of step 2 and/or step 3 above set clear expectations for the go forward plan. This may include coaching, counseling, corrective action, or, (unfortunately), separation.
5. **Document** – Our general guideline is, if you didn't write it down, it didn't happen. The littlest amount of acceptable documentation is a timeline of events (date/time/activity). A better standard is a timeline of events, specific questions and answers, response information, documented next steps, and documented actions (if any). Just remember our memories don't get better with time.
6. **Follow-up** – When an employee takes the time to share, regardless of the outcome, check back with them to see how things are going. This reinforces a culture of openness and true value for them as a person.



One of the most frequent reasons we hear for not doing something, is "I didn't know what to do." Well, now you do. Think of it this way: if something bothered someone enough to bring it up, it shouldn't be ignored.

We also hear "it doesn't bother anyone else, so it doesn't matter" or "that person is always complaining so we haven't done anything about it this time". Your discretionary standards and legal requirements are what count. We understand these situations can be uncomfortable. The comfort of avoidance is short term, and the impact of doing nothing is frequently increased company liability.

In summary, doing something starts with knowing your standards. If your organization doesn't have standards for discrimination, harassment, retaliation, or professional workplace then get them written ASAP or get help with this task!

You may also want to provide training to all parties about their role, rights, and responsibilities. It is possible with the last couple of years this activity has fallen to the wayside. We at HR Answers encourage you to get your training scheduled this year and we are here to help whether it is a virtual program or an in-person session. Give us a call to explore your options and make sure you are set up for success and meeting compliance requirements (remember in Oregon it now required).

Wellbeing

Last month we launched our Wellbeing segment. We found this listing of books and music recommendations that will ignite your imagination. If you would you like to get your creative juices flowing these resources might just be the thing for you. Filmmaker and writer Wanuri Kahiu

and sci-fi author Charlie Jane Anders know more than a thing or two about finding inspiration - and they've curated this list of recommendations.

And if you like it, you're in luck! They've also put their brilliant minds together for a TED Course that will teach you how to inject more playfulness, curiosity, authenticity and originality into your life and work. Go here to find out more and sign up for the class that starts February 27th.

Inspiring Reads

[Binti](#) by Nnedi Okorafor (watch [her TED Talk!](#))

Wanuri loves the inventive, futuristic novella Binti (the first in [The Binti Series](#)), which will take you on a voyage of inquiry into new places and people and what they could be in the future. Read an excerpt on the [author's website](#).

[Perfectly Parvin](#) by Olivia Abtahi

This YA novel — a romantic comedy about identity and belonging — is recommended by Charlie Jane, and it's a debut from Olivia Abtahi, a writer and filmmaker from Washington DC. The Globe and Mail calls its 14-year-old heroine “a prankster with a rambunctious wit”; you'll experience nothing but pure pleasure to tag along through her misadventures. Read an excerpt on the [publisher's website](#).

[The Phantom Tollbooth](#) by Norton Juster

Charlie Jane says this classic children's book gave her permission to be weird when she was a kid. Milo, a bored ten-year-old, finds a large tollbooth in his room and drives through it, launching him on a fantastic journey. Read an excerpt of the first chapter on [NPR's website](#).

[The City We Became](#) by N.K. Jemisin

Wanuri found this sci-fi novel incredibly clear and visceral. Read [NPR's book review](#) to learn how its fantastical storyline can be read as a mirror to present-day challenges.

[Letters to a Young Poet](#) by Rainer Maria Rilke

Wanuri suggests the classic Letters to a Young Poet by Rainer Maria Rilke — reading it can help you find your voice, identify your purpose and better understand yourself to grow as an artist and a human. Read Rilke's first letter in the series on [Poets.org](#).

Music to Move Body and Mind

[“Dirty Computer”](#) – Janelle Monáe

Janelle Monáe explores limitless possibilities and life without boundaries in her futuristic album. Learn more in this [WBUR music review](#) and watch [“Dirty Computer \[Emotion Picture\]”](#), a narrative film accompanying the album.

[“Headhunters”](#) – Herbie Hancock

Charlie and Jane describe this as a gorgeous jazz-funk album. Listen to one of the tracks, “Chameleon,” in this jukebox on the [Herbie Hancock website](#), and enjoy where it takes you.

[“Captain Rugged”](#) – Keziah Jones

Keziah Jones is a wonderfully playful and goofy musician but with a serious core. Check

out this short review from The Guardian and watch the official video for “Afronewave,” the album’s opening track, [here](#).

[“Huff + Puff”](#) – Just a Band

“Huff + Puff”, a song suggested by Wanuri from [“82”](#). Just a Band’s second studio album, offers a vision of a new type of music, play and Kenya. Have fun watching the [music video](#) on the production company’s website.

[“Remonta”](#) – Liniker e os Caramelows

Charlie Jane is a fan of this album featuring a beautiful Brazilian fusion of jazz, funk and soul. This band has been a trailblazer in “música preta Brasileira” (Black Brazilian music) as well as the Black trans music scene. You can watch a performance of several songs from “Remonta” by Liniker e os Caramelows as one of NPR’s [Tiny Desk Concerts](#).





client accolades

The [Oregon Business Magazine](#) has released its 2023 Power Book Issue listing employers by industry. We are very pleased to report that many of our clients have made the list and want to acknowledge this special recognition – **CONGRATULATIONS TO YOU ALL!**

ARCHITECTURE, ENGINEERING, DESIGN

- #7 Ankrom Moisan Architects
- #8 LRS Architects
- #10 GBD Architects
- #14 Hennebery Eddy Architects

ADVERTISING, MARKETING, AND PUBLIC RELATIONS

- #26 Sasquatch Agency

COMMERCIAL REAL ESTATE

- #17 C&R Management Group

LAW FIRMS

- #2 Schwabe, Williamson & Wyatt

STAFFING FIRMS

- #9 Emerald Staffing

BANKS

- #7 Columbia Bank
- #22 Beneficial State Bank

COMMERCIAL INSURANCE

- #4 LaPorte & Associates
- #5 Elliot, Powell, Baden & Baker
- #10 Hagan Hamilton

CPA FIRMS

- #2 Aldrich CPAs, + Advisors
- #12 Fordham & Co
- #14 Pittman & Brooks

CREDIT UNIONS

- #6 Advantis CU
- #18 Wauna Credit Union
- #19 Inroads

COLLEGES AND UNIVERSITIES

- #1 Oregon State University
- #3 University of Oregon
- #5 Chemeketa Community College
- #6 Mt. Hood Community College
- #7 Clackamas Community College
- #8 Linn-Benton Community College
- #9 Lane Community College
- #10 Central Oregon Community College
- #13 Rogue Community College
- #15 Umpqua Community College
- #19 Southwestern Oregon Community College
- #20 Klamath Community College
- #21 Linfield University
- #22 Blue Mountain Community College
- #23 Treasure Valley Community College
- #25 Oregon Coast Community College
- #26 Clatsop Community College



client accolades

Oregon Business 100 Best Companies to Work for

Large Companies

#3 LMC Construction

#20 Pacific Landscape Management

Medium Companies

#11 Hagan Hamilton Insurance

Small Companies

#6 Pittman & Brooks

#16 Davidson Benefits Planning – An Alera Group Company

#23 Percipio Consulting Group

#23 Steele Electric

#30 Oregon Restoration



Oregon Business 100 Best Nonprofits to Work For

Large Organizations

#1 Mental Health & Addiction Association of Oregon

#20 Exceed Enterprises

#21 Metropolitan Family Services



Oregon Business 100 Best Green Workplaces

#9 Pacific Landscape Management

#33 Sokol Blosser

#50 Mental Health & Addiction Association of Oregon

#61 LRS Architects

#74 Exceed Enterprises

#77 LMC Construction

#93 Oregon Restoration





JAN Web Resource on Long COVID. A new web resource from the ODEP-funded Job Accommodation Network helps employers and employees understand strategies for supporting workers with Long COVID and associated conditions so they can successfully stay at or return to work when ready. Topics addressed include Long COVID in the context of the Americans with Disabilities Act; questions to consider when identifying effective accommodations for employees with Long COVID; specific accommodation ideas based on limitations or work-related functions; and common situations and solutions. [Visit JAN's Long COVID webpage](#)

Learn About Non-Visual Access to the Metaverse. The Partnership on Employment & Accessible Technology organized the Sight Tech Global panel, "[Virtual Reality and Inclusion: What does non-visual access to the metaverse mean?](#)" Panelists discussed the challenges that people who are blind or have low vision face when using virtual reality in its current form, especially in workplaces. In addition, panelists shared their personal experiences and advice for how to improve the technology so it can support all users. [Access the Non-Visual Access to Metaverse Panel Recording.](#)

2023 WRP Talent Database is Now Live. The Office of Disability Employment Policy released the 2023 Workforce Recruitment Program database of more than 2,300 college students, graduate students, and recent graduates with disabilities seeking federal internships and permanent jobs. Any Federal Government employee can register to access and search this talent pool of individuals who are eligible for the Schedule A hiring authority, which is an expedited hiring process. [Federal employees: Register to view the WRP talent database](#)

Improving Employment Outcomes for People with Mental Health Conditions. The Department of Labor has selected Florida, Indiana, Iowa, Louisiana, Montana, New York, and Virginia to participate in the second round of ODEP's Advancing State Policy Integration for Recovery and Employment. ASPIRE seeks to align state policy and funding to advance competitive integrated employment for individuals with mental health conditions. States will receive tailored and targeted technical assistance to expand evidence-based practices, such as the Individual Placement and Support model of supported employment. [Read the news release](#)



whatever the question

Q: We are thinking of laying off an employee versus firing them; is that a better option?

A: Let's dig into this a little bit. There is a difference between laying off an employee and terminating them (involuntary termination). The question itself hints that there is an employee who is underperforming in their job. So, the real question is if the position itself is needed, or if the person's performance of their job duties needs to be addressed.

Layoffs, or reductions in force, are about eliminating positions, not people. That is another process which needs to be outlined to support a legitimate business need to dismiss an employee. There are some practical approaches to layoff and separations. First, look at your employee handbook policy (policies) and past practices regarding managing a layoff/reduction in force.

Now, define the business need for the layoff. What has created the need to eliminate a position and what work may be impacted by that need? Once defined, determine which method will be used to determine employee impact. Acceptable methods include; Seniority, Classification/Status, Documented Job Performance, Job Skills, or any combination of these. Next, gather employee data reflective of the chosen method to determine the employees who will receive notice of layoff. Reflecting on the original question, the underperforming employee may not be the person that you can layoff when the selected method is applied.

Another consideration regarding a layoff is the expectation you aren't posting or filling position identified for layoff until the reason for the reduction has resolved. In many policies and collective bargaining agreements you will find specific timelines related to re-employment eligibility for a laid off worker.

Ultimately, addressing a poor performing employee with feedback, coaching, and corrective action is key. And, when those measures are unsuccessful, involuntary separation is the right process. We strongly encourage organizations to document conversations, interactions, and consult your policies and obtain HR support as warranted. If the organization has a legitimate business need to eliminate a position, conduct your analysis, review your approach with HR or legal counsel to ensure your strategy reflects merit.

Is there a question you would like us to answer?

Email the question to 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 survey of HR executives by Emergn, 78% of HR leaders think their company's training efforts could be more effective. In fact, 75% of learners say that a strong – or weak – workplace training program would have a very high or high impact on their decision to stay with an employer.

When you consider the effect training has on job satisfaction, morale, and retention the benefits of improving training are magnified even more. ***How can you make your training efforts more effective?***

Download the free report The [Pursuit of Effective Workplace Training](#) for a proven framework for optimizing your workplace training program, plus insights into what's working for your peers.

Inside the report:

- Why employees are dissatisfied with learning and development opportunities...and what you can do to meet their expectations
- The troubling disconnect between learners and leaders on the effectiveness of company training programs...plus, ideas to close the gap
- The types of training and topics your employees are demanding – and how to give them more of what they want
- Making the most of workplace training as a retention tool
- Top 6 reasons why workers participate in workplace training – and the #1 reason they don't
- Top 3 challenges to increasing employee participation
- 5 ways organizations measure the success of their internal programs...including help on determining ROI
- 3 key questions to consider when developing a workplace training program
- How workplace training programs fit in with DEIB goals



In Lever's latest DEI report, they wanted to know if DEI programs are working and how employees and employers rate the quality of these initiatives. They sought to uncover how DEI impacts hiring throughout the entire recruitment life cycle – from the initial hiring phase through long-term employment from both an employer and employee lens.

Some key takeaways from the report include:

- Four in five (80%) employers say they provide communication about their DEI efforts during the hiring process.
- Three-quarters (75%) of employers require DEI training as a part of their onboarding experience, while just 63% of employees say their organization requires it.
- Nearly half (48%) of employees surveyed who completed required diversity training thought the training felt like a checkbox on their company's diversity goals.
- 46% of employees think their organization has discrimination or bias in the workplace, and 51% of employers agree.
- 40% of employees have felt discriminated against at their company due to race, gender, or ethnicity.

Download the full report [here](#).

Editor's note: The benchmarks in this report capture current successes, challenges, and opportunities for DEI programs. It appears there is an opportunity for organizations to reevaluate their DEIB efforts to ensure inclusive and equitable practices. Merely meeting a quota or checking a box will not get an employer to a place of offering true connect, comfort, belonging and being seen as an employer of choice.

Source: *Lever's (part of Employ Inc. brands) The State of Diversity, Equity, and Inclusion Report: DEI Throughout the Employee Lifecycle.*



According to the Pew Research Center one of the most revered leadership traits is empathy. This research continues to suggest that “women have a stronger ability to work out compromises” – reporting 42% of women compared to 11% in men. A staggering 43% of women possess a better track record at “creating a safe respectful work environment” as compared to 5% of men.¹

¹ <https://www.pewresearch.org/social-trends/2018/09/20/2-views-on-leadership-traits-and-competencies-and-how-they-intersect-with-gender/>

² <https://www.smallbizgenius.net/by-the-numbers/male-vs-female-ceo-statistics/#gref>



thoughts to think about

In honor of Black History Month, we want to share these quotes with you.

"Hate is too great a burden to bear; it injures the hater more than it injures the hated." ~Coretta Scott King

"If they don't give you a seat at the table bring a folding chair." ~Shirley Chisholm

"Anyone who claims to be a leader must speak like a leader. That means speaking with integrity and truth." ~Kamala Harris

"If there is no struggle there is no progress." ~Frederick Douglass

"The right time is always right to do what is right." ~Martin Luther King Jr.

"Where there is love and inspiration, I don't think you can go wrong." ~Ella Fitzgerald

*"He who is not courageous enough to take risks will accomplish nothing in life."
~Muhammad Ali*

"We are the ones we've been waiting for. We are the change that we seek." ~Barack Obama

*"I knew then and I know now, when it comes to justice, there is no easy way to get it."
~Claudette Colvin*

"Character is power." ~Booker T. Washington



thoughts to think about

"I had no idea that history was being made. I was just tired of giving up." ~Rosa Parks

"I am lucky that whatever fear I have inside of you (me), my desire to win is always stronger." ~Serena Williams

"Your story is what you have, what you will always have, it is something to own." ~Michelle Obama

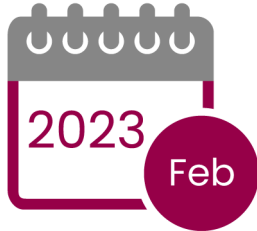
"What is in front of you is a whole world of experiences beyond your imagination. Put yourself, and your growth and development, first." ~Phylicia Rashad

"Skills, your knowledge, your instincts to serve - to go change the world in the way that only you can." ~Robert F. Smith

"Whatever we believe about ourselves and our abilities comes true for us." ~Susan L. Taylor

"Wherever there is a human in need, there is an opportunity for kindness and to make a difference." ~Kevin Heath

calendar of events



03 Supervisory Short: Goal Setting

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



01 HR Lunch Bunch: Mental Health in Your Workplace



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

16 HR for the Non-HR Person (4-part series)

17 So You Think You Want to be a Supervisor



23 Succession Planning: Retirements/Turnover - Are You Ready?

[REGISTER](#)

calendar of events



05 Anxiety at Work

13 Professional Practices: Auditing Oregon Pay Equity



19 Foundations of Leadership



25 Creating a Culture of Belonging



27 Professional Practices: Performance Management

[REGISTER](#)

Upcoming Topics:

- Supervisory Short: Overcoming Negativity
- HR Systems Selection and Implementation Success
- The Five W's of Documentation
- Professional Practices: Compensation Fundamentals: Market Analysis and Salary Surveys
- Professional Practices: HR Compliance - What You Don't Know Can Hurt You

on my soapbox

My Soapbox is once again material from someone else. I fortunately bump into items that are meaningful to me and I hope to you. This is a letter from Albert Einstein to his daughter in the late 1980s. Lieserl, the daughter of the famous genius, donated 1,400 letters, written by him, to the Hebrew University, with orders not to publish them until 20 years after his death. This is one of them, written for her. I believe you will find it thought-provoking and a picture of a different Einstein than you have seen previously.



"When I proposed theory of relativity, very few understood me, what I will reveal now to mankind will also collide with the misunderstanding and prejudice in the world. I ask you to guard the letters as long as necessary, decades, until society is advanced enough to accept what I will explain below.

There is an extremely powerful force that, so far, science has not found a formal explanation to it. It is a force that includes and governs all others and is even behind any phenomenon operating in the universe and has not yet been identified by us. This universal force is LOVE.

When scientists looked for a unified theory of the universe, they forgot the most powerful unseen force. Love is light, that enlightens those who give and receive it. Love is gravity because it makes some people feel attracted to others. Love is power, because it multiplies the best we have, and allows humanity not to be extinguished in their blind selfishness. Love unfolds and reveals. For love we live and die. Love is God and God is Love. This force explains everything and gives meaning to life. This is the variable that we have ignored for too long, maybe because we are afraid of love because it is the only energy in the universe that man has not learned to drive at will.

To give visibility to love, I made a simple substitution in my most famous equation. If instead of $E = mc^2$, we accept that the energy to heal the world can be obtained through love multiplied by the speed of light squared, we arrive at the conclusion that love is the most powerful force there is, because it has no limits.

After the failure of humanity in the use and control of the other forces of the universe that have turned against us, it is urgent that we nourish ourselves with another kind of energy.

If we want our species to survive, if we are to find meaning in life, if we want to save the world and every sentient being that inhabits it, love is the one and only answer.

Perhaps we are not yet ready to make a bomb of love, a device powerful enough to entirely destroy the hate, selfishness and greed that devastate the planet.

However, each individual carries within them a small, but powerful generator of love whose energy is waiting to be released.

When we learn to give and receive this universal energy, dear Lieserl, we will have affirmed that love conquers all, is able to transcend everything and anything, because love is the quintessence of life.

I deeply regret not having been able to express what is in my heart, which has quietly beaten for you all my life. Maybe it's too late to apologize, but as time is relative, I need to tell you that I love you and thanks to you I have reached the ultimate answer.

*Your father,
Albert Einstein”*

Letter shared by Kuba Karlinski on the Internet

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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