



advantage



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Working Overtime

A proposed regulation from the Department of Labor (DOL) stands to expand overtime pay eligibility to an additional 3.6 million workers, marking a significant development in labor policy. Unveiled on August 30, this proposal would encompass salaried employees occupying executive, administrative, or professional roles, commonly referred to as "white-collar" positions, whose weekly earnings fall below \$1,059 or approximately \$55,000 annually. This initiative parallels a similar rule suggested by the Obama administration in 2016, which was subsequently abandoned during the Trump era.

Although the proposal is anticipated to face legal challenges, HR professionals are advised to proactively assess employees' hours and classifications, ensuring readiness for compliance should the rule become effective. This guidance comes from experts in the field, underlining the importance of early preparation.

Presently, under federal law, salaried white-collar workers are exempt from overtime compensation unless their annual income is below \$35,568. Nonetheless, some states, such as California, Washington, and New York, have already implemented higher minimum salary thresholds for overtime. For instance, in California, employees must earn less than \$64,480 to be eligible for overtime pay. Consequently, employers in these states may find themselves less affected by the DOL's proposed rule change.

However, it is critical for employers in sectors that frequently employ low-wage salaried workers to closely monitor the DOL's rule proposal. Industries such as agriculture, leisure and hospitality, and public administration are anticipated to have a substantial number of workers who could potentially be impacted by the revised overtime requirements.

To proactively prepare for possible changes to the DOL's overtime regulations, HR professionals should consider the following three steps, as suggested by Kara Govro, a principal legal analyst with Mineral, an HR and compliance firm:



Track Employees' Hours: If salaried employees who are currently exempt from overtime have not been monitoring their working hours, it is advisable to request that they do so. This practice will facilitate HR in assessing the financial implications of the DOL's proposed rule, particularly if a portion of these employees becomes eligible for overtime pay. It is essential to explain the reason for this request and highlight the potential impending overtime changes.

Prepare for Employee Reclassification if Necessary: In cases where employers cannot afford to increase the salaries of certain salaried workers to maintain their exemption from overtime, reclassification as hourly employees may be necessary. Employers should provide training to help these reclassified employees adhere to non-exempt hourly employee practices. This may entail implementing a timekeeping system and adhering to overtime policies, including lunch breaks. If these employees consistently work beyond 40 hours per week, their compensation should be adjusted accordingly. In situations where overtime pay isn't feasible, redistributing workload among employees may be an alternative.



Monitor Effects on Worker Morale: Adjusting the salaries of specific workers in response to the DOL rule could impact broader employee morale and raise concerns about pay equity. It is vital for employers to pay close attention to how these changes affect the organization as a whole and take steps to mitigate any negative consequences. Communicating transparently with employees about reclassification and offering certain job aspects to maintain job satisfaction can be crucial in managing these transitions without causing undue disruption.

The proposed DOL rule represents a significant potential shift in overtime eligibility for salaried employees. HR professionals are encouraged to prepare for these changes by monitoring hours, considering reclassification where necessary, and carefully managing the impact on workforce morale and equity. By doing so, organizations can navigate this evolving landscape with greater ease and compliance.

Metrics For People And Business

The link between individuals and business success has never been more apparent. Human Resources Professionals at all levels are facing mounting pressure to enhance their accountability for workforce expenditures and efficiency, especially in the midst of fluctuating labor markets and an unpredictable economic climate. However, the journey from an employee's role to a mere entry on the financial balance sheet isn't always straightforward. Frequently, there exists a considerable gap between workforce strategies and their tangible effect on the organization's financial performance, rendering quantification and clear communication of these impacts a challenging task.

Stakeholders and shareholders are increasingly demanding more comprehensive reporting on human capital metrics, with a specific focus on top-line productivity metrics. Often, this productivity is gauged as revenue generated per employee, and it tends to be notably higher in workplaces that prioritize human-centric approaches. A study conducted by Accenture revealed that organizations which perceive people as a catalyst for organizational effectiveness, combined with robust data and technology utilization, can potentially achieve an up to 11% increase in top-line productivity. In contrast, the same study demonstrated that when organizations invest solely in data and technology, this figure drops to a mere 4%, highlighting a substantial 7% disparity. It is evident that people constitute the wellspring of competitive advantage and business expansion.

People analytics serves as the pivotal tool enabling organizations to consistently assess the effectiveness of their human resources initiatives across the entire employee journey. This analytical capability offers opportunities to influence outcomes at every phase, optimize performance for long-term success, and draw a distinct connection between individuals and business results.

SHRM has provided HR professionals with a list of over 500 metrics they can use to track and measure activity. Each HR department needs to work alongside their stakeholders to learn what is important to them to track and report back on. As you are approaching a new year and maybe some new goals, here is a checklist encompassing 10 vital people metrics to facilitate this endeavor. Each of which holds significant financial implications for organizations (how many of these are you already on your list and you're tracking?).

- Employee Lifetime Value
- Total Cost of Workforce
- Cost to Hire
- Cost of Vacancy
- Quality of Hire
- New Hire Retention Rate
- Skills Inventory
- Learning Impact
- Cost of Turnover
- Revenue per FTE



If some of these are new to you, we have a reference sheet providing more details. [Click here to download.](#)

Flexibility - Today's Workplace Necessity

Shifting work dynamics and the desire for a better life balance has made this an on-going topic of discussion at all levels within our workplaces. Organizations that offer flexibility can help attract and retain top talent, increase productivity, and adapt to evolving business needs.

In the broadest of terms flexibility refers to a working arrangement where employees have input to their schedule to accommodate the varying needs and lifestyles of employees AND we need to meet business goals and needs too. This concept has gained popularity in fact, according to the Equality and Human Rights Commission, 63% of full-time employees are now working in a flexible role.

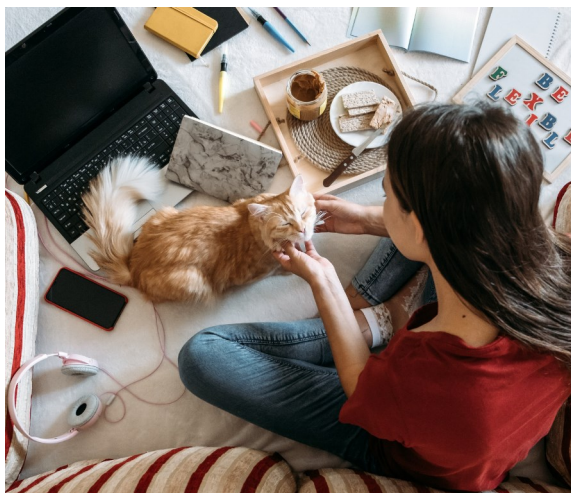
Before implementing flexible working hours in your organization, it is crucial that you carefully evaluate the pros and cons associated with this approach. This will allow you to make an informed decision and determine if flex hours align with your organizational culture, employee needs, and operational requirements.

Here are some key benefits:

Life balance. Flex hours enable employees to better manage their personal obligations, resulting in reduced stress and improved work-life balance.

Employee satisfaction and engagement. Offering your employees flex hours shows them that the organization values their needs, leading to higher job satisfaction, engagement, and morale.

Increased productivity. With a flexible schedule, employees are able to work during their most productive hours, leading to enhanced efficiency and increased productivity. This can also help to increase focus and eliminate potential time wasters.



Increased accountability. This form of scheduling can boost employee accountability as individuals are empowered to take ownership of their work and manage their time effectively.

Reduced absenteeism. Flex hours enable employees to handle personal matters without taking full days off, minimizing disruptions and reducing absenteeism. To the same effect, this approach can also help you reduce employee tardiness, especially if your employees are often late due to personal commitments.

Talent attraction and retention. Many job seekers these days value perks and benefits just as much as salaries. As a result, offering flex hours can help you attract and retain top talent in a competitive job market.

Diversity and inclusion. Flex hours accommodate employees with varying needs, contributing to a more diverse and inclusive workforce.

Employee health and wellbeing. Flex hours support employees' physical and mental health by allowing time for exercise, self-care, and medical appointments.

Enhanced loyalty and reduced turnover. Flex hours foster employee loyalty and commitment to the organization, increasing retention and reducing turnover costs.

These are also some potential drawbacks of implementing flex hours that you also need to be aware of:

Difficulty in scheduling meetings. Coordinating meetings can become more challenging when employees have different schedules.

Inequity and perceived favoritism. If you decide to offer flexible work hours, it's important to do so consistently. Otherwise, it can create feelings of unfairness or claims of favoritism among employees. This, in turn, can lead to morale issues and strained relationships.

Reduced collaboration and communication. When employees have different schedules and they are not present in the office at the same time, it can be challenging to coordinate meetings, share ideas, and have spontaneous discussions. It can also impact your corporate culture, especially if your employees work remotely.



Customer service challenges. Flex hours can result in delayed response times for customer-facing roles, potentially impacting customer satisfaction.

Time tracking challenges. Monitoring employee working hours becomes more complex with flex hours, making it harder to ensure accurate timekeeping and preventing potential abuse.

Burnout risk. Flexible work arrangements can blur the boundaries between work and personal life, potentially leading to overworking and burnout.

Scheduling issues. Flex hours can make it harder to schedule tasks and, as a result, require additional planning and coordination.

If you've decided that this approach might work well in your business, the next step is creating and implementing a flex schedule policy. We have created some sample language for your consideration. [Click here to download.](#)

Here are some additional tips and best practices to help you effectively manage flexible hours in the workplace:

- Make sure you establish clear guidelines and expectations, especially in terms of communication, availability, and collaboration.
- Set specific core hours during which all employees must be available for meetings and collaboration. This ensures sufficient overlap for teamwork and communication.
- Provide employees with tools to schedule and manage their flex hours effectively. This includes shared calendars, time-tracking software, and project management tools.
- Define clear performance metrics and goals and remind employees that they are responsible for meeting these objectives consistently.
- Evaluate performance based on results and outcomes rather than hours worked. Focus on quality of work, meeting deadlines, and achieving objectives to ensure fairness.
- Conduct regular check-ins with employees to assess progress, provide feedback, and address challenges.
- Regularly review your policy and request employee feedback to identify areas for improvement.



Successful Workdays And Activities

There is no doubt that some days are better than others. How you show up each day matters – your attitude matters. Choosing your attitude is a choice that we make each and every day. There are things we can do to help ourselves and others have productive and successful days with the work we do. Being organized is at the top of the list.

Keep a to-do list

Taking five to 10 minutes at the beginning of each day (or at the end of the day before) to write out a to-do list, on paper or digitally, can help promote focus and foster productivity. Adding to the initial to-do list throughout the day can help you keep a clear idea of your goals.

Keep a tidy workspace

Take a few minutes at the end of each day to clean your desk, removing anything that you won't absolutely need. Arrange things in a way that works best for you. This goes for digital clutter as well. Computers tend to start up slower when there are lots of files and programs on the desktop, so taking a little time each week to clear your computer of any unneeded files and download any updates may prevent crashes and computer lag. It can also help you find the programs and files you need more readily.

Find a schedule and stay with it (depending on your job)

Some people work best when they wake up early, while others find success working at night. Determine the time of day when you feel you're at your best (most productive and find your flow state) and try to get most of your work done during those hours.

Just as important as choosing a schedule is making sure you can commit to it. Consistency is key in creating new habits that last. Staying consistent with your schedule can also help you be more productive. Having a set of hours when you know you're going to be working can train your brain to be active during those hours.

Take breaks

Taking 10-15 minutes every couple of hours to stretch your body and focus on something other than work can help keep you energized and excited about your job. You will often face unexpected tasks during the workday; giving yourself small, scheduled breaks throughout the day will give you time to meet these challenges without feeling overwhelmed.



Reduce multitasking

Multitasking may sound like the perfect way to get many things done at once, but unfortunately, this is not true in many situations. You may even find that multitasking can take longer than completing tasks individually.

Identify your distractions

Emails, texts, phone calls, and co-workers are a few common reasons behind distractions. Fortunately, there are things you can do to address these distractions. Schedule specific times to take care of emails, for example, to stay on task and not get distracted by every new message in your inbox. You might choose to put a

distracting cellphone in airplane mode or place it in a drawer to reduce the possibility of getting sidetracked by a personal text. While you can't always schedule incoming phone calls for your job, you may find success with scheduling a block of time to make any outgoing calls.

Automate your job where you can

Perhaps you send similar versions of the same email to multiple people. Create and keep templates for frequently sent emails, so you only need to customize where necessary and send. Digitize your signature to sign documents with a click. Automating tasks can help you stay focused and organized.

Prioritize tasks in order of importance

Begin your day with the largest or most stress-inducing task – the item that must be done today. This might take the largest amount of time in your day, but it ultimately will help your workflows move faster. Completing the largest jobs first can keep you motivated to finish the smaller tasks on your to-do list quickly without using up all your energy.

Schedule your days in "batches" of work

Some people find success with organizing not just their workday, but their workweek. If your job is a mix of phone calls and administrative work, for instance, perhaps you could attend to phone calls Mondays, Wednesdays and Fridays and spend Tuesdays and Thursdays on administrative tasks. This can help you maximize productivity and concentrate on tasks without feeling like you need to switch tasks at a moment's notice. This strategy works best for detail-oriented people who don't mind doing the same type of work for several hours on end.

Identify stressors

Oftentimes, the tendency to procrastinate stems from stressors such as self-doubt, perfectionism, or fear of criticism. Identifying what's stressing you out can help you find solutions to reduce this stress and make the harder tasks easier to complete.

Meeting success - Ask these three questions:

If you spend time in meetings, as either a leader or participant, you want the meeting to be successful and valuable for attendees. We want the meeting goals and agenda to be accomplished. Try asking these three questions to get to success:

- Was this decision the best one we could make?
- Will it be good for the people in the organization?
- Will it be good for our customers?

If you can't answer yes to all three of these questions, then you and your co-workers have more work to do.



Most people try to hit the ground running when they arrive in the morning. But how you finish out your workday may be just as important to your productivity. Instead of trying to pack as much as you can into your last few minutes, we are sharing some ideas to increase your efficiency by avoiding these activities. Take a look at these helpful tips (and feel free to share some of yours with us too):

Big decisions. You're rushed, you're tired, and you're focused on going home. Any decisions you make in a hurry usually won't be as successful as those you consider when you're fresh.



New projects. You won't make much headway during the last 10 minutes of the day. Make a few notes if you must, but don't try to get a jump start on important work when you and your co-workers are finishing current jobs.

Leaving people hanging. Take a look at your commitments from the day. If anyone is waiting for a return phone call or a quick email, get back to them before you leave, as long as you can answer questions quickly and succinctly. You want people to know you value their time.

Obsessing over uncompleted tasks. Checking your to-do list can lead to frustration if you worry about the tasks you didn't accomplish. Concentrate instead on putting tomorrow's to-do list together and getting a fresh start in the morning.

Not saying goodbye. You'll build better relationships by taking the time to say good night to your co-workers and boss. You don't have to linger, but you can let people know you're leaving and that you look forward to seeing them tomorrow.

Creativity

Isaac Asimov wrote more than 100 books, many of them novels of highly imaginative science fiction. A recently discovered essay of his on the topic of creativity outlines some of his thoughts on generating innovative ideas that apply to any situation in which you need to develop new concepts or fresh ways of approaching a problem. Keep these in mind when trying to open your mind:

Be unreasonable. Many great ideas sound preposterous when they're first introduced. Give yourself (and others) permission to explore anything, no matter how crazy it might sound. You need to think beyond your preconceived notions of what's "right" in order to break new ground.

Brainstorm on your own. Sitting in a room full of other people shouting ideas can be distracting when you're trying to focus. And many people are reluctant to share their most outlandish suggestions for fear of being criticized or embarrassed. Spend some time free-associating on your own to get comfortable thinking outside the box.

Collaborate with other creative people. Get into the habit of picking other people's brains when trying to come up with something new. Hang out with imaginative thinkers and bounce your ideas off them. Often, they'll help you come up with an angle you haven't thought of.

These ideas are a great start. We definitely want and need to motivate and inspire employees to become more innovative. We need to create a safe environment for all of these things (above and below) to happen. Give employees a chance to get more involved in your organization's success by paying attention to these important psychological considerations:

Purpose. A mission statement is only a first step. Make a point of constantly reinforcing what your organization (department and even personal) wants to achieve and why it's a worthwhile goal.

Belonging. Employees want to feel welcome and included. Pay attention to them as individuals. Find out what drives them to succeed so you can use that energy to achieve your organization's goals and build the connections.

Strong leadership. Employees need clear direction. Communicate with them and stand your ground when quality and ethics are in question.

Team focus. On a team, people should support the overall goal first, and their own career needs second. Do everything you can to instill a sense of team spirit in your workforce. Being only committed to one personal agenda is not the best mentality for a team. You really are looking for people to want collaboration and a sense of commitment to each other a team success.

Measurement. Clear goals and accurate metrics tell employees what's valued and important. Workers are more likely to be productive if their efforts are monitored and supported by management—as long as it doesn't turn into micro-management. People like to be recognized for contributions and accomplishments.



Emotional Wellness

The NHRMA (Northwest Human Resource Management Association) Conference took place last month in Tacoma, Washington. Two of HR Answers' consultants were members of the Speakers Teams. One of the sessions conducted by our staff included a session on Self-Care.

We want to share some items from that program.

Acceptance: Acknowledging the situation and your feelings with clarity (why and where is it coming from) instead of getting caught up in the story you're telling yourself (be honest with yourself).

Gratitude: Making an active choice to notice a small, positive moments throughout the day. These can be micro moments even when an individual is going through a distressing time. Find the joy, be truly grateful.

Self-Care: This is a fundamental skill you need to build or develop if you are not already doing this for yourself. Fueling your emotional, mental, physical, relational, spiritual, psychological, even professional energy is not a luxury. It is not selfish, it is not a sometimes thing, it's not optional.

Think of it like this. Do you have a car? It needs gas to run, right? It needs regular oil changes and checkups too. It needs all those things for it to be able to operate and run effectively and efficiently. If it doesn't have gas it doesn't run. Do you ever think twice about filling up the car with gas? Does it deserve gas? Has it accomplished enough to get gas? Has it been nice enough to other cars to get gas?

Do you have enough energy to do what needs to be done? You need your version of gas! You need to fill your tank!



So, putting this into practice needs should happen every day. For some putting it on your calendar and scheduling it will make it happen. Schedule 10 to 30 minutes - a mini fuel up at least once a day. Start where you can 5 minutes, 10 minutes...baby steps. Putting it on your calendar makes it a daily promise to yourself. Ask yourself what can I do, what do I need to fuel my energy and recharge? Create a little ritual to begin. The ritual programs or conditions your brain so things like shutting down your laptop and sitting in your favorite big red chair create your ritual and will set the stage for you. Step away from ALL your screens.

A 5-minute walk outside can boost motivation, perhaps some deep breathing is what you need. Maybe you like music or looking at a serene picture of your favorite place. Something that helps you relax and focus on the positive.

Just think, close your eyes, and think, if you started implementation for doing some self-care item for yourself today what will it feel and look like by the end of 2023? Write it down. What is the image you see of yourself?





client accolades

CONGRATULATIONS to [Aldrich Advisors](#), a Salem, Oregon firm, who was recently featured in [Oregon Business Magazine](#) in an article recognizing their 50 years in business with a focus on servant leadership and the ups and downs of success. We have been fortunate to work and partner with several of their divisions for nearly 20 years. We wish them continued success!



hr links

The winner is... See which organizations won big with [Indeed's Better Work Awards](#). Based on the world's largest study of work wellbeing and fueled by millions of employee insights, this award recognizes the organizations that are prioritizing work wellbeing and building towards a future of better work.

Those in the know understand that work wellbeing impacts attraction, retention, and profits.

47% of people report their work wellbeing expectations are higher than they were just one year ago (2023 Indeed.com data).

85% of people believe it's important to find companies that care about how you feel (Work Wellbeing Report, Forrester Consulting, 2023).

89% of people with high wellbeing think they'll stay with their employer for the next year vs. 55% of people with lower wellbeing (Work Wellbeing Report, Forrester Consulting, 2023).

[Click here to see the winners](#)



whatever the question

Q: With one exception, everything about my job is terrific. I work for an upscale hotel which is preparing me for a career in hospitality management. My boss is a great mentor, and most of my colleagues are upbeat and enthusiastic. However, one of them is a real mood-killer.

Brittany starts complaining as soon as she walks through the door. Our manager is her primary target, but she makes disparaging comments about everyone, including coworkers and customers. She also loves to gossip and enjoys telling malicious stories about certain staff members.

Brittany doesn't seem to care that hotel guests can often hear her negative remarks. Although I would like to correct this unprofessional behavior, that might put me on her "enemies list". If I mention this to my boss, I'm afraid I'll sound like a tattletale. My co-worker is a real downer. With all this constant complaining and speaking ill of other employees and I am not sure how to handle this individual in the best most professional and appropriate way. What should I do?

A: Since Brittany's compulsive griping is affecting both employees and guests, someone certainly needs to address it. It is always a good idea to try and work with the fellow employee to resolve the concern first before involving a supervisor. To keep this on a peer level, team up with some other colleagues and arrange to have a private conversation with Brittany (caution that it does not present as being ganged up on). A group discussion will have greater impact and minimize the possibility of retribution.

For example: "Brittany, we wanted to talk with you because it appears you are not happy working here. We are sorry about that and would encourage you to talk with the supervisor. Listening to you complain has become rather uncomfortable for us. We're also concerned that customers who overhear your comments are getting a bad impression of the hotel. So, from now on, we wanted you to know we are not going to participate in any more gripe sessions."

If that approach doesn't seem feasible, the business implications provide a perfectly valid reason for involving your boss in this concern. Be sure to focus on the work issues and impact on morale, not Brittany's disagreeable behavior. Explain that her public complaints may be giving guests the wrong impression, so you thought your manager should become aware of the situation. To stay off the enemy list, request that your comments be kept confidential please.

Is there a question you would like us to answer?

Email the question to info@hranswers.com and include the subject "newsletter question".





hr by the numbers

Fertility and mental health concerns are closely linked. Research shows that the depression levels in patients with infertility are comparable to patients who have been diagnosed with cancer. Mental health contributes to direct costs in the form of medically necessary treatments and services — it's the fourth largest source of healthcare spend in the United States — but also contributes to indirect costs such as presenteeism.

[Read more about the impact of fertility on mental health here.](#)

Other significant stats about mental health and fertility:

- [Half of women and 15% of men](#) said that infertility was the most upsetting experience of their lives
- [Up to 40% of women](#) struggling to get pregnant report experiencing anxiety, depression, or both — twice the rate of mental health disorders in women who aren't experiencing concerns with infertility.
- [Carrot's Fertility at Work survey](#) that found an astounding 89% said that fertility and family forming has negatively impacted their mental health.



Some 49% of CEOs believe their jobs can at least partially be done by Artificial Intelligence (AI); just 20% of workers feel the same. ([HR Executive](#))



Switching from working in an office to working from home full-time could reduce an individual's carbon footprint by more than 50%. ([the Washington Post](#))



Regardless of the reasons (or the blame) for the surge in layoffs, a new report from staffing firm [ManpowerGroup](#) examining the global employment outlook found that 44% of employers plan to increase hiring in the final quarter of 2023. Just 14% expect to decrease hiring, and 38% don't foresee a change.

The survey's respondents appear to be right on trend: Goldman Sachs recently predicted that the U.S. has a 15% chance of entering a recession in the next year, down from 35% in March, according to CNN.

Despite the seemingly strong Q4 outlook, 77% of businesses said recruiters were struggling to find talent with the right skills for their jobs, up from 54% in 2019. While respondents appeared just as likely to recruit permanent workers as temporary employees to fill the gaps (42%), they're getting more creative about who they're considering for jobs. For example, 34% said they're turning to older workers seeking career changes, while 26% reported considering long-term unemployed candidates, and 23% will look at applicants who don't meet all the technical requirements for the roles.



Open enrollment season is upon many employers, and this year HR departments might want to consider taking extra time to ensure their employees understand their benefits options.

Nearly one-half of employees (45%) say there are elements of their benefits package they don't fully understand, according to a MetLife survey of more than 2,600 full-time workers conducted in July and published September 12.

Some 16% of employees surveyed say they regret the open enrollment choices they made last year. The most common reasons workers gave for regretting their choices were that their benefits didn't cover as much as they expected (27%), they enrolled in too few benefits (24%), or their financial situation changed (23%).

Of those employees who regret their open enrollment choices, 60% said a lack of understanding or information was to blame.



Why Do Employees Leave? Employees quit daily. CNBC reported over 50 million Americans left jobs in 2022 alone. In fact, the Bureau of Labor Statistics has recorded an average of 4 million resignations monthly since June 2021 — over 100,000 a day.

Expected or otherwise, a reason lurks behind every resignation. Common examples include:

- layoffs
- terminations
- planned retirement
- unexpected life events

What do they share? None is tied to burnout. Employees experiencing that won't stick around for retirement. More people are unwilling to tolerate a work experience that falls short of their expectations. Long-term retention needs long-term support, too.

According to a nationwide Pollfish survey of 1,000 workers commissioned by Paycom, a whopping 80% said despite resigning, they were engaged. (Only 10% reported being disengaged.) Even if a workplace fulfills employees, that's no guarantee another factor won't push them away. The top factors involved, according to Pollfish:

- poor management
- low compensation
- little appreciation
- weak benefits
- lack of support

It's not as if survey respondents were looking for reasons to quit. While 1 in 3 believed their employer could have done nothing to save them, a majority (55%) said their manager or organization could have helped.



Half of U.S. job postings listed on Indeed in August included at least some employer-provided salary information, which is the highest percentage recorded on the site so far, according to a Sept. 14 report from Indeed's Hiring Lab.

Overall, the share of postings with pay transparency information has nearly tripled from 18% in February 2020 to 50% in August 2023, and it's likely to grow in coming months, according to the report.

Reminder: Washington State does have a Pay Transparency Law – for employers with 15 or more employees to disclose wage scale or salary range along with a general description of benefits and other compensation in job posting. (effective January 2023)



thoughts to think about

The quotes this month is our way of honoring and observing [National Disability Employment Awareness Month](#), which happens every October. These disability awareness quotes are sayings that speak to the adversity people with disabilities face in the modern world, as well as the potential for professional success these individuals possess. The purpose of these quotes is to promote awareness, equality, and empowerment for individuals with physical or cognitive conditions.

"Know me for my abilities, not my disability." – Robert M. Hensel

"If I have to feel thankful about an accessible bathroom, when am I ever going to be equal in the community?" – Judith Huemann

"The ADA was a wonderful achievement. But it was only the tip of the iceberg. You can pass a law but until you can change society's attitudes, that law won't mean much." – Denise Sherer Jacobson

"Able does not mean enabled. Disabled does not mean less able" – Khang Kijarro Nguyen

"Impossible is just a big word thrown around by small men who find it easier to live in the world they've been given than to explore the power they have to change it. Impossible is not a fact. It's an opinion. Impossible is not a declaration. It's a dare. Impossible is potential. Impossible is temporary. Impossible is nothing." – Muhammad Ali

"A hero is an ordinary individual who finds the strength to persevere and endure in spite of overwhelming obstacles." – Christopher Reeve



"Ability is what you're capable of doing. Motivation determines what you do. Attitude determines how well you do it." – Lou Holtz

"My advice to other disabled people would be, concentrate on things your disability doesn't prevent you doing well, and don't regret the things it interferes with. Don't be disabled in spirit as well as physically." – Stephen Hawking






"The only disability in life is a bad attitude." – Scott Hamilton

calendar of events

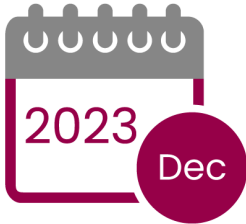






- 04** HR Lunch Bunch: HR Records - Getting Them Back in Place
- 06** Supervisory Short: Safety and Wellness
-  **10** Professional Practices: Americans with Disabilities Act
- 11** Looking to Promote Internally for a Supervisor
- 18** Before You Say “Yes” to the Promotion
-  **24** Professional Practices: HR Compliance - What You Don’t Know Can Hurt You
- 25** Interviewing for Culture and Emotional Intelligence



- 01** HR Lunch Bunch: Wellness that Works
- 03** Supervisory Short: Blended Learning for Employees
- 07** Workplace Civility and Etiquette
-  **08** Diversity, Equity, Inclusion: Managing Generational Differences
-  **14** Professional Practices: Auditing Oregon Pay Equity
- 15** Coaching Essentials: People, Purpose, Passion
-  **16** Professional Practices: Employee Leaves
-  **28** Professional Practices: Internal Investigations
-  **29** C-Suite: How to Influence; How to Wow

calendar of events



-  **01** Supervisory Short: Motivating Employees
-  **06** Onboarding: Jump Start the Employee Experience
-  **12** Professional Practices: Fair Labor Standards Act
-  **13** Employee Recognition

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HR Answers, Inc. is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP® or SHRM-SCP® recertification activities.



on my soapbox

I am getting my house ready for sale. When I first set the target date for listing, I was overly optimistic. I have been here 23 years and have a lot of square feet. I had no idea about what I had tucked away in all those nooks and crannies.



I have assistance in discarding, donating, and figuring out what some of the items even do. I know that I wouldn't want to tackle this endless series of projects by myself. We have taken 17 boxes to Goodwill and 6 boxes of books to the Book Nook in Beaverton. There have been regular contributions of big black bags to garbage. We marked some items for garage sale and some others for the estate sale. I am moving from 3200+ square feet to about 675 square feet so discipline is necessary. I am not always best at that.

In addition to all the sorting and dozens of small decisions, there have been the house repairs and upgrading. I have re-sided the house, redone the landscaping, cleared away the squirrels that inhabited the backside of my roof, replaced some of the marble tiles in the entry way, had painting done, organized the cabinet contents, and went through all the drawers and shelves to select what I would keep and what was to depart.

I have always been somebody that indulged in retail therapy. But I had no idea about the extent of that indulgence until we tackled my closets and clothes racks. Sufficient to say, I had more than enough for two or three women. While it was nice to become re-acquainted with all of the apparel pieces, I felt guilty at my over-indulgence.

All this work with my possessions has stirred many memories. Some of those are so sweet, like the poem I found that my husband wrote for me and the coffee cup and medal I found that was from my brother winning The Great American Think-Off held annually in Michigan. I traveled there to see him compete and walk away with the grand prize. He was even interviewed on CNN.

Like many others embarking on this cleaning and moving task, (she said hopefully not wanting to be the only one) I discovered many pieces of paper with a hastily written telephone number, or name and a date of something that we were doing together, but no recollection of what that was or who it was with. Fragments of memories were all that remained of them.

I remember promising myself that my new house would always be clean, picked up, and ready for any visitor when I first moved in. Somewhere in the two plus decades, I forgot about that promise and my house was rarely ready for a photographer from Sunset magazine. But the house was comfortable, and wherever I looked, there was something that reminded me of my life

and my experiences. But the things I treasure most, and will find a way to take with me, are the reminders of the wonderful family and friends that I have been greatly blessed with. All the hugs I have given and received will remain safely locked in my heart. I will take those with me always!!

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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