

How to
Banish Imposter Syndrome
and Embrace **Everything You Deserve**

AND MORE

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How to Banish Imposter Syndrome and Embrace Everything You Deserve

by Ximena Vengoechea



Recently landed a promotion? Started managing a team? Been appointed to lead a project? Feel like you don't deserve any of it?

Yes? Welcome to the club! You've experienced the crippling effects of imposter syndrome. It happens to the best of us—even if you've never heard of it.

Imposter syndrome occurs when we feel like a fraud — when we feel that our successes are undeserved. We convince ourselves they're based on luck, timing, or other factors outside of our control, instead of embracing the fact that we're actually responsible for having made those successes happen. Imposter syndrome makes us think irrationally about our aptitudes and performance: We don't believe we've excelled, and we don't believe we deserve the rewards that come along with our success.

The irony is that the further you go in your career, the more opportunities there are for imposter syndrome to rear its ugly head. *You didn't get that promotion because you earned it, you got it because you were lucky. You didn't get to lead that project because you had the most experience on the team — you got it because timing worked out.*

If you're reading this, chances are that at some point in your career, you too, have felt imposter syndrome. The bad news: It's not likely you'll ever be able to fully rid yourself of imposter syndrome. But the good news: There are ways to combat it! You can train

yourself to quickly identify it, manage it, and live to rise again.

Identify What's Shaking Your Confidence

Is it your new job title? Is it a certain senior-level meeting you've been invited to attend? Is it a high-stakes project you've been asked to lead? What is it that's making you feel doubtful?

In most cases, the answer will be obvious: *I don't deserve to lead this project because so-and-so is more experienced than I am. I haven't worked at the company long enough. I only aced my last project out of luck or good timing.* That spot where you're underselling yourself is likely the root of the problem. (If you can't figure it out, try troubleshooting the issue with Post-its.)

Once You've Identified the Confidence Culprit, Tell Someone

Pick someone you trust to talk about your waning self-confidence. If it's a work problem, make sure to confide in someone who isn't your co-worker. Choose someone who sees you outside of that environment: He or she can identify when those feelings of fear are irrational and remind you of your strengths.

Remind Yourself of All of Your Achievements

If you don't have an accomplishments box, start now by recounting your most recent accomplishments. Take a look at everything you've achieved, and reflect on all the hard work you've put in to get to where you

are now. Embrace the fact that you got yourself to where you are. You've earned your spot — your accomplishments are proof of that.

Remind Yourself That the People Who Got You Here Are Incredibly Competent and They Did Not Make a Mistake

You did not pull a fast one on anyone. Your boss or hiring manager—who you may believe didn't see the many gaps in your resume—is not an idiot. Don't doubt the intelligence of those who have promoted you, hired you, or offered you opportunities. They have made deliberate choices based on your experience and potential. You really do deserve to be there.

Take a Risk

What would you do if you weren't afraid? Write it down, say it out loud, tell someone else, and do it. The worst that can happen is that it doesn't work. So what? Do the work and keep going. Don't let imposter syndrome derail you from what's rightfully yours.

Take a Hard Look at Your Language and Update It

Do you say "I feel" a lot? How about using "I think" to start your sentences? Have you been pitching ideas prefaced with "It might just be me, but?" Rein in that doubt! Update your language with more confident, assertive phrases, and you'll start to believe in what you're saying. Assume your questions are valid, and that you're probably not the only one to have them. Try: "I have a question—and I'm sure I'm not the only

one." Champion your ideas through more assertive language.

Reframe Your Story by Writing it Down

Imagine you're speaking at a conference and that you have to provide an introductory bio for the panelist moderator. What would you say, and how would you say it? Would you tout your accomplishments or brush them off as if they were insignificant? Take an afternoon to write out your personal story. Who are you and how did you get to where you are? (Refer back to your accomplishments box if you need a reminder.) Let yourself shine on paper. Then, accept that it's all true.

Try Mentoring

Guess what, imposter syndrome sufferer? You have expertise to share. Share it with someone who needs it. Not only will you realize how much knowledge you really do have, you'll also likely uncover new strengths in the process. Mentoring can reveal skills you took for granted or mistakenly assumed came from luck. It's empowering to know you are helping someone in his or her journey, too.

Take Solace in the Truth That Imposter Syndrome Is a Symptom of Success

Famous actors, authors, artists, CEOs — the most successful people are those most likely to have imposter syndrome. If you're feeling like a fraud, believe it or not, you are doing something right. So, play your pump up jams. Say your personal mantra. Do your power pose. You've got this.

...the **most successful** people are those **most likely** to have imposter syndrome.





CHRISTINE BAKER

Senior Recruiter
Zing Recruiting - Warsaw



How long have you been in the staffing business? About 6 ½ years. Prior to joining Zing, I spent a few years as a corporate recruiter.

What was your first job and what do you remember most about it? Babysitting for the neighbor kids. I thought it was great to get to play with kids and get paid for it. Back then, getting \$1 an hour per kid was a BIG deal.

Who was the worst boss you ever had and why? A boss who treated their employees the same way they treated their customers. Interestingly, the business shut down a few years after I left. Customer service is the key to any successful business!

What motivates you each day to sell and service your clients? I have always enjoyed people and it gives me satisfaction to be able to make a great fit - not just put someone in a role, but put someone in a role that I feel will be beneficial to the client and the candidate. I enjoy hearing that they are still there and growing several years later.

What are some of your long-term goals? Professionally, to help our branch get our headcount to our target and assist with growing the team. Personally, to find a way to enjoy early retirement with my husband somewhere warm and sunny!

What makes Peoplelink unique, from your perspective? I am particularly excited to share information on all of our verticals with customers and showcase our ability to meet varied staffing needs.

What is the best advice you could give to other staff members? I guess the best advice I could give to someone new in the industry would be to not sweat the little stuff. Be confident in what you do and don't take things personally. This industry has its ups and downs and for every hard day there are the ones that are so rewarding.

What is your favorite movie? Picking a favorite movie would be difficult. I love movies and have a new favorite every year, but one I pull out occasionally is "What Women Want." Mel Gibson makes me laugh every time. **Book?** I don't really have a favorite, but I enjoy reading and read several a year. Currently, I am reading The Seven Decisions by Andy Andrews. **Drink?** Cayman Jack Margarita over ice – tastes best in the sunshine with my toes in the sand.

If you could have any car you want, what would it be? A Black Cadillac XLR Convertible.

What is your home city? What is the greatest feature about your home city? Warsaw. The thing I love the most is the biking and riding trails around the lakes.

How do you unwind when you're not at the office? My bicycle! No better stress reliever than to jump on my bike in the warm sunshine for a couple of hours. A glass of wine is always nice in the winter when it is too cold outside!

What do people like most about you? My energy and willingness to jump in and help people with whatever they need.

Don't Let
Lazy Managers
Drive Away Your
Top Performers



Many people believe that being a good manager only requires common sense, and that it is therefore easy to be one. If this were true, good managers would be commonplace at all levels of more organizations, and as a result, employee engagement and retention would be high. However, only 13% of workers worldwide are engaged at work, and employee turnover rates in the United States are at a 17-year high. As these statistics suggest, either most managers lack common sense, or good management is, in fact, quite challenging in practice.

Even in theory, being a good manager and retaining employees is difficult. Indeed, researchers have sought to understand how to cultivate a happy and productive workforce for more than 100 years. When we consider this body of work, it is evident that there are a multitude of factors that influence employee retention. In both theory and in practice, engaging and retaining employees is a complex endeavor, and it takes hard work to do it well.

When managers subscribe to the “common sense” view of management, they see little value in exerting effort when it comes to leading their teams. In turn, they become lazy managers. As explained below, we have observed at least two symptoms associated with lazy management: 1) a tendency for managers to blame low performance and

turnover on employees, rather than on oneself or on the organization, and 2) a tendency for managers to look for quick fixes to complex retention problems.

Psychologists have long recognized that people often overestimate the role of personality and underestimate the power of the situation in shaping human behavior. When managers become lazy, they tend to make this fundamental attribution error more frequently and on a larger scale, believing that employees act the way they do because of who they are. By blaming employees for performance problems or retention issues, lazy managers free themselves from doing the hard work of considering how their own management style affects employee satisfaction, performance, and turnover.

Also, because lazy managers believe that good management is simple, when things go wrong, they are drawn to simple solutions that are easy to find. For example, when employee retention becomes a problem, lazy managers may be quick to suggest pay raises or bonuses as the antidote — a costly solution that may fail to address the underlying issue(s). The latest management fads may also be more appealing to lazy managers. Indeed, the sheer volume and availability of solutions to employee engagement and retention problems through blogs, books, podcasts, and other sources is greater than ever, and the reality is that much of it targets lazy managers seeking quick fixes.

Even though most managers realize that their employees want to be treated fairly, have meaningful work, feel a sense of accomplishment, and so forth, the extent to which employees feel these needs are being satisfied can vary on a daily basis. Thus, effortful management requires that leaders be more thoughtful and persistent in trying to understand why their employees may be thinking of leaving and what time, energy, and other resources are needed to increase their engagement. Given that even good managers can sometimes fall into this trap, what can you do if you and your management team are showing signs of lazy management?

First, when employees are disengaged, rather than asking what is wrong with them, managers should instead start by considering the possibility that management is doing something wrong. After opening their minds to this possibility, managers can determine whether this is the case by collecting data. For instance, quick, frequent “pulse surveys” may be useful for keeping tabs on how employees feel about

their own jobs and the job that management is doing; likewise, self-development tools, such as the Reflected Best Self exercise, a tool that helps people understand and leverage their individual talents, may provide leaders with feedback that can help them use their strengths more effectively. In short, managers need to take the uncomfortable and intentional step of gathering evidence from others to inform what they can be doing to re-engage their employees. The good news is that by simply signaling to employees that a manager is willing to work hard and make meaningful changes, some employees will feel more supported and inclined to stay.

Second, managers who are willing to make the effort will find that there are ongoing advances in the practice and study of management which offer an ever-expanding set of tools for diagnosing and addressing employee retention challenges. Not every tool fit a given manager’s style and the organization’s circumstances. Therefore, good managers must not only continually learn, but also must have the discipline to verify whether the advice they do receive, even when based on strong



Quick, frequent *“pulse surveys”* may be useful for keeping tabs on how employees feel about their own jobs and the job that management is doing.

evidence and best practices, will apply to their team. It can be useful, then, for managers to see themselves as behavioral scientists, and become comfortable pilot testing retention-targeted changes before fully implementing them. For example, before providing employees with customer feedback in order to stoke their prosocial motivation — that is, their interest in helping customers for altruistic, unselfish reasons — a trial run with a subset of employees can provide evidence regarding whether it will improve employee attitudes and performance, and if so, by how much. Fortunately, there are resources available to managers who want to learn more about “people analytics” and how to use it to improve their organizations.

Finally, when retention issues crop up, organizational leaders should consider whether lazy management is contributing to the problem. If managers are just going through the motions when it comes to employee engagement and retention, it could indicate that they lack the necessary time, resources, and motivation to do more. Since effortful management requires energy in the short-term, but does not pay off until down the road, some managers forgo their responsibilities to their people because they are too focused on meeting short-term

objectives. To discourage lazy management, then, managers must be given the support, incentives, and direction needed to motivate them to dedicate time and energy toward more actively managing their teams. In addition, rather than blaming lazy managers for retention issues, leaders should take a critical look at their selection and promotion processes to determine why these individuals were placed into managerial positions in the first place. If they were promoted to manager because they have excellent technical skills, they may have turned into a lazy manager because they were taken away from what they do best. If managerial promotion processes do not focus on identifying those who are most likely to embrace the challenge of managing well, lazy management may spread throughout the organization.

Management is not easy, and it takes a lot more than common sense to develop and retain a highly motivated workforce these days. By abandoning the “just common sense” mentality associated with lazy management, managers can learn how their actions influence employees, stop looking for easy fixes, and exert the thought and effort that is uncommon in too many workplaces.

*Managers must be given the **support, incentives, and direction** needed to motivate them to dedicate time and energy toward more **actively managing** their teams.*





Cassie Klapp
HR Clerk, Patrick

THE **Shining Star** AWARD MARCH 2018

Peoplelink Group is pleased to announce Cassie Klapp has been chosen as our March 2019 Shining Star. Cassie has been on assignment at Patrick as an HR Clerk for over a year. She reports to the Elkhart, Indiana branch of Peoplelink Staffing Solutions.

As an HR Clerk, Cassie's main responsibilities include recruiting hourly team members, conducting weekly open interviews, and providing administrative support for the HR team. Cassie is highly committed to her role, consistently going above and beyond to help 50 people as efficiently as possible. Cassie's supervisor, Katie Pursel, states that she doesn't know what they would do without Cassie.

While at work, Cassie enjoys working with her team. In her free time, Cassie enjoys spending time with family and friends, watching Netflix and traveling to new places, most recently Nashville.

Congratulations to Cassie for being Peoplelink's March *Shining Star* employee!

Find your shining star!
Contact Peoplelink at 574.232.5400.

Find your
Shining Star!
Contact us at **574.232.5400**



Fostering an **Innovation Culture:** Talent, Discipline and Leadership

by Irving Wladawsky-Berger

Innovation has been a hot topic for the past few decades, but as I have learned over my long career, managing innovation initiatives is actually quite hard, much harder than it may at first appear.

I was reminded of this point as I read "The Hard Truth About Innovative Cultures" by Gary Pisano, a professor at Harvard Business School. "Despite the fact that innovative cultures are desirable and that most leaders claim to understand what they entail, they are hard to create and sustain. This is puzzling," writes Prof. Pisano. "How can practices apparently so universally loved - even fun - be so tricky to implement?"

Most everyone agrees that such an innovative culture entails five key behaviors: a tolerance for failure, a willingness to experiment, psychological safety, a collaborative environment, and a non-hierarchical structure. But according to Mr. Pisano, these much-liked behaviors must be counterbalanced with some tougher behaviors.

True innovation is, in fact, not all that much fun. In order to reach inside yourself and find that something extra needed for true innovation, you have to feel the stress that comes when you know that what you're

doing is absolutely crucial. In the end, necessity is the mother of true innovation.

"Innovative cultures are paradoxical. Unless the tensions created by this paradox are carefully managed, attempts to create an innovative culture will fail."

Each of the five innovation behaviors must be counterbalanced with the tougher behavior needed to make it all work:

Tolerance for Failure but No Tolerance for Incompetence. "Given that innovation involves the exploration of uncertain and unknown terrain, it is not surprising that a tolerance for failure is an important characteristic of innovative cultures... And yet for all their focus on tolerance for failure, innovative organizations are intolerant of incompetence."

Willingness to Experiment but Highly Disciplined. "Organizations that embrace experimentation are comfortable with uncertainty and ambiguity... They experiment to learn rather than to produce an immediately marketable product or service."

Psychologically Safe but Brutally Candid.

“Psychological safety is an organizational climate in which individuals feel they can speak truthfully and openly about problems without fear of reprisal.”

Collaboration but with Individual

Accountability. “People who work in a collaborative culture view seeking help from colleagues as natural, regardless of whether providing such help is within their colleagues’ formal job descriptions.”

Flat but Strong Leadership. “In culturally flat organizations, people are given wide latitude to take actions, make decisions, and voice their opinions. Deference is granted on the basis of competence, not title.” Let me further elaborate on the first two behaviors based on my own, personal experiences.

Tolerance for Failure but No Tolerance for Incompetence

I’ve long been baffled by those who say that celebrating failure is a key aspect of an innovation culture. It sounds as if we’re saying that a research

culture should celebrate the failure of its experiments and projects. Pro. Pisano makes it very clear that “Exploring risky ideas that ultimately fail is fine, but mediocre technical skills, sloppy thinking, bad work habits, and poor management are not.”

Bringing to market a brand-new product or business model, especially one based on a disruptive innovation, is truly a learning experience. It cannot be based on rigorous information analysis because, at first, there is little data to analyze. There are lots of unknowns because, early on, it’s not clear how the market for a new product, service or business model will develop. Managing the early stages of a disruptive innovation requires well-planned experimentation to learn as much as possible as early as possible, followed by continuous refinement until it becomes clear what the right strategy should be—including the fact that seemingly good ideas in principle don’t always work out in practice.

Successful companies must achieve a delicate balance between carefully managing their existing operations and embracing the innovations that will propel them into the future. Operational excellence entails improving the existing products and services of the company with a string of incremental innovations that will add



People who work in a **collaborative culture** view seeking help from colleagues as natural...

new features, lower cost and improve quality. It means nurturing employees, business partners and customers, so they will all be happy to be associated with the company. And it requires a strong focus on meeting the quarterly revenue, profit and cash expectations of their investors and the financial community.

Willingness to Experiment but Highly Disciplined

Let me share my personal experiences as general manager of IBM's Internet Division back in 1996.

Since 1960--and up to 2000--IBM had been an official Olympics sponsor as well as its overall technology provider. We felt that the 1996 Atlanta Summer Olympics presented us with a unique opportunity to showcase IBM's internet strategy by developing the first official Olympics website.

In 1996 the World Wide Web was truly in its very early stages. The Atlanta Olympics website was one of the largest web-based project anyone had undertaken. We didn't know how many people would show up and how well our website would handle very high volumes. We were well aware of the considerable risks inherent in doing such a complex, new project on such a global

stage. We were worried that beyond a certain number of users, the response time would start to degrade, and if sufficiently stressed, the system could become unstable and crash with the whole world watching.

But, we felt that this was exactly the kind of market experiment we should be doing to learn what was needed to support large numbers of live users on the web. We had some of the top technical people in IBM involved in the project, monitoring the state of the website, pretty much around the clock, during the two weeks of the Olympics games, - ready to step in if anything went wrong. We got as ready as we possibly could before the games opened, - and then crossed our fingers hoping that things would go well.

As it turned out, our website worked quite well, except for some unduly slow response times when traffic got very heavy. We learned a lot about the requirements for building and operating large, complex websites. All in all, it was a very successful experiment.

"Disciplined experimentation is a balancing act," wrote Prof. Pisano. "As a leader, you want to encourage people to entertain unreasonable ideas and give them time to formulate their hypotheses... [but] Scientific and business judgments are required to figure out which ideas to move forward, which to reformulate, and which to kill."



These 4 Ideas Are Shaping the Future of HR and Hiring

by Mark Lobosco

The needs of employees and employers are evolving. Staying on top of these four trends can help you stay competitive in 2019 and beyond. All of these trends are evolving at their own pace. You'll have to consider what's right for your company and institute change thoughtfully.

Soft skills: what everyone wants, but no one knows how to find

While hard skills are about doing specific technical tasks, like tax accounting or graphic design, soft skills are more about the way you do them, like your ability to creatively solve problems or work within a team. As automation and AI continue to reshape entire industries, companies, and jobs, strong soft skills—the one thing that machines can't replace—are becoming absolutely vital.



say **soft skills** are increasingly important to company success

Soft skills can make or break a hire — and they can also make or break a company: 92% of talent professionals say they matter as much or more than hard skills when they hire, and 80% say they're increasingly important to company success.

But while everyone agrees soft skills are extremely valuable, most companies still struggle to assess them accurately — and only 41% even have a formal process in place to measure them.

This growing disconnect between the demand for soft skills and the inability to identify them is reaching a tipping point. Some companies are starting to get serious about assessing them by standardizing their evaluations, trying unorthodox approaches, and turning to AI-powered tech solutions.

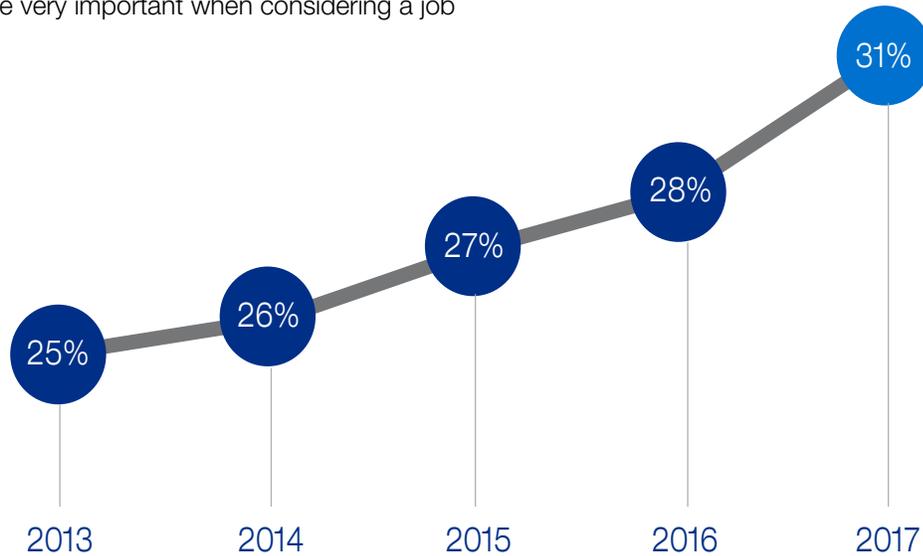
Work flexibility: the perk that's no longer a perk

Work flexibility, the ability for employees to work remotely or shift their hours, used to be a distinctive perk. Today, it's increasingly an expectation. You might not get special attention for offering flexibility, but you will probably stand out for not having it (and not in a good way).

In just the last two years, there's been a 78% increase in job posts on LinkedIn that mention work flexibility. And in the space of only four years, there's been a 24% increase in the number of people who say flexible work arrangements are a very important factor when considering a new job.

More employees want flexibility

Percentage of LinkedIn members who say flexible work arrangements are very important when considering a job



+80%

increase in job posts on LinkedIn that mention **work flexibility** since 2016

Another reason it's not a fuzzy feel-good perk: it can benefit the business as much as the employees. Along with improving retention, talent acquisition, and employee productivity, flexibility can save you a ton of money on real estate: Dell has saved an average of \$12 million a year with its flexible work program due to reduced office space requirements.

Work flexibility also makes it easier to hire and retain a diverse workforce. "It's not just working moms," says Sara Sutton, founder of 1 Million for Work Flexibility. "It's people with disabilities, military spouses, people with health problems, caretakers, and people living in rural or economically disadvantaged areas. People need and want work flexibility for a lot of different reasons."

Anti-harassment: different tactics to combat sexual harassment at work

Preventing sexual harassment has always been a moral imperative for employers, as well as a legal one. But more and more, companies are seeing anti-harassment efforts as a business necessity as well. Hostile workplaces hurt your bottom line through turnover and a tarnished employer brand.

The issue has resonated with employees: the amount of workplace harassment content shared on LinkedIn has increased by 71% year-over-year.

+71%

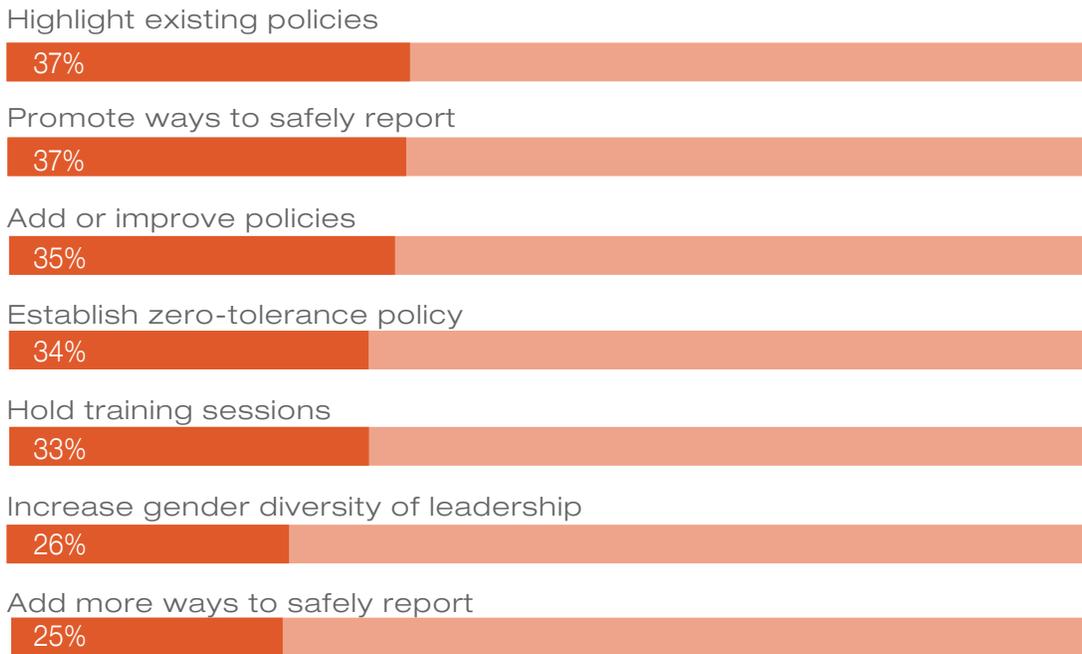
YoY increase
in **workplace harassment** content
shared on LinkedIn

These employees are looking for companies to do a better job of handling and preventing harassment—especially in light of the #MeToo movement and the way it’s underlined how pervasive the problem is.

And companies are taking action: 80% of talent professionals say their company has started implementing at least one anti-harassment tactic over the last year.

Most common anti-harassment tactics

Percentage of talent professionals saying their company started taking the following actions over the last year



The most common tactics being used are arguably the easiest — highlighting existing policies and ways to report — but that doesn’t make them any less important.

Pay transparency: a way to win employees' trust

Pay has always been a confidential topic in the workplace. Employers usually avoid the topic unless it's time to make a candidate an offer or give an employee a raise.

But leaving people in the dark can make candidates uneasy and employees distrustful: most people incorrectly believe they're being underpaid relative to their market position. And now that it's easy to share and see aggregated salary information on sites like PayScale and LinkedIn, companies are facing more pressure to own the conversation on pay.

That may be why more employers are starting to proactively share salary information—and why many are planning to in the near future: 27% of talent professionals say their company shares ranges with employees or candidates early in the hiring process, and a further 22% say they're likely to start in the next 5 years.

Businesses are split on transparency

Percentage of talent professionals who say their company shares salary ranges with employees or early-stage candidates, or is likely/unlikely to start in the next 5 years



Those who do share salary ranges cite many benefits — especially when it comes to speeding up the hiring process.

Businesses of sharing salary ranges

Talent professionals who do share salary ranges with employees or candidates cite the following benefits

Streamlines negotiation



Ensures fair pay



Filters out those who'd decline



Allows interview focus on other things



But perhaps the most significant benefit of pay transparency is that it ensures fair pay. That's why many governments worldwide have recently introduced pay transparency laws, and it's explicitly why many companies have embraced transparency. Enforcing fair pay instills trust in employees and candidates, particularly for those belonging to underrepresented groups that have historically faced pay discrimination

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HR News



Majority of workers must undergo on-the-job training: BLS

by SIA

On-the-job training was required for 76.8% of all civilian workers in 2018, according to the US Bureau of Labor Statistics' Occupational Requirements Survey released Thursday. The average length of on-the-job training was 34 days.

The BLS report also found prior work experience was required for 47.0% of workers and 33.0% of workers were required to have completed pre-employment training. The preparation time required for a typical worker to learn the techniques, acquire the information and develop the facility needed for average performance in a specific job can range between a short demonstration to more than 10 years. Preparation time includes formal education, pre-employment training, on-the-job training and prior work experience.

The BLS combined data across three samples collected over a three-year period to produce the report's 2018 estimates. The total sample included approximately 25,300 establishments and estimates represent about 140.8 million civilian workers.



EEOC Wants to Move Most Transactions Online

by Lisa Nagele-Piazza

The Equal Employment Opportunity Commission (EEOC) proposed a rule to increase online filings and digital communications between the agency and private-sector parties.

The proposed regulatory changes are largely a part of an ongoing effort to fully implement digital charge-handling and related communications, both with employers and the employees who file charges, said Randy Coffey, an attorney with Fisher Phillips in Kansas City, Mo.

The EEOC enforces federal laws that prohibit employment discrimination, such as the Americans with Disabilities Act, Age Discrimination in Employment Act and Title VII of the Civil Rights Act of 1964. For

most businesses, Coffey said, the proposed rule simply means that employers should know that the EEOC intends to conduct through its online portal most of its routine business, including the transmission of documents such as charge notices, position statements, determinations, and other inquiries and responses.

"The proposed rule changes recognize the increasing reliance on digital technology by the EEOC and its stakeholders," the agency announced.

"I think the practical impact of the changes made by the proposed rule ... will be minimal," said Jim Paretti, an attorney with Littler in Washington, D.C. The proposal appears primarily designed to bring the agency's regulations in line with current practices used through the digital charge-processing system, he added.

'Efficient Processing'

"The EEOC's digital charge system makes the EEOC more accessible and more transparent to the public," said Victoria A. Lipnic, the agency's acting chair. "We encourage the public to provide candid feedback on these updates to our procedural rules as part of the agency's move to online services."

"On the whole, I'd say the proposed rule falls under the category of good government and is intended to continue momentum for the efficient processing of charges and appropriate inventory reduction that has been a focus of the acting chair throughout her tenure," Paretti said.



Employee loyalty is down — and weak company culture is to blame

by Valerie Bolden-Barrett

Employee loyalty is declining and weak company culture is to blame, according to a new TINYpulse report.

A recent poll of 25,000 employees across 20 industries found that 43% of workers would leave their jobs for a 10% pay increase and that a poor culture was the reason for the declining loyalty, the organization said in The 2019 Employee Engagement Report: The End of Employee Loyalty. In 2015, that number was only 23%.

HR News

The top factors that correlated to overall employee happiness, according to the report, were employee-manager relationships, engaging work and first impressions. "How comfortable employees feel about providing upward feedback to their supervisors is a major indicator of overall happiness," TINYpulse said. Additionally, "boredom wreaks havoc on engagement. Employees who feel challenged at work on a daily basis are more likely to be happy." And finally, "first impressions affect long-term happiness. Effective onboarding is a crucial part of the employee experience, and correlates to how employees feel about their companies overall."

In today's employee-driven labor market, workers can prioritize their happiness. In a 2018 survey, a third of employee respondents said they'd pass up the perfect job if the company's culture was a bad fit. And the feeling is apparently mutual: 91% of U.S. managers in the poll said an employee's culture fit was more important than experience or skills.

Still, the onus is largely on employers to create and maintain a strong, positive culture. HR can start with focusing on relationship management and onboarding. And when it comes to engaging work, managers may want to note that work that boosts employees' self-esteem goes a long way. The report identified employee psychological needs, like self-esteem, pride and a sense of belonging.

Employers also can look to those employers receiving "best places to work" awards. The awards' criteria often requires a positive culture that engages workers, which, in turn, can build commitment. Employers on Fortune's 100 Best Companies to Work For list for 2019 were chosen for their focus on "values, trust, innovation, financial growth, leadership effectiveness and maximizing the full human potential of every employee," according to the firm that decided the rankings.



Labor Department proposes joint-employer rule

Staffing Industry Analysts

The US Department of Labor announced a proposed rule to revise and clarify the responsibilities in joint employer arrangements.

The proposed rule would create a four-factor test for determining joint employment. The four factors would include the power to: hire or fire the employee; supervise and control the employee's work schedules or conditions of employment; determine the employee's rate and method of payment; and maintain the employee's employment records.

There is currently no single definition of joint employment in US law, according to Staffing Industry Analysts' research. The report found a lack of clarity over the definition of joint employment has led to confusion in recent years with differing interpretations of the law by courts, the Department of Labor and the National Labor Relations Board.

The proposal aims to shield franchisers and businesses that hire workers through staffing firms from liability for some minimum wage and overtime pay violations.



Job Posting and Ban the Box

by Mike Wong

Over 33 states and 150 cities, counties and municipalities have enacted Ban-the-Box laws that prohibit employers from asking about an applicant's criminal record or criminal history prior to the applicant being selected for an interview or, if there is no interview, prior to a conditional offer of employment.

But did you know that Ban-the-Box laws can also impact your job posting or advertisement? Yes, these laws can, and much like the Fair Credit Reporting Act (FCRA) and Americans with Disabilities Act (ADA), Ban the Box laws are being used by "professional plaintiffs" to go after employers for technical violations.

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For example, New Jersey, New York City, Washington and Wisconsin's Ban the Box laws specifically prohibit employers from asking applicants about their criminal history before making a job offer – including in job postings. In those jurisdictions, having job postings or advertisements that state: "background check is required," "clean criminal history," "no felons," "no criminal background," or any other language that expresses any limitation in the hiring of an individual, directly or indirectly, based on his or her arrest or criminal background violate the law.

While the majority of Ban the Box laws do not expressly include prohibitions of such language in job postings and advertisements, employers now have potential exposure if they decide to include language of that kind. For example, an applicant could argue that while a state or local law does not expressly prohibit using language regarding criminal history in a job posting or advertisement, by doing so the employer is, in essence, unlawfully seeking criminal history information from job candidates. Additionally, if the state or local law prohibits discrimination against individuals with arrest records, the same legal argument the EEOC uses for Title VII discrimination claims based on arrests or convictions could be used – i.e., that the use of arrest records has a disparate impact on individuals of certain protected classes by eliminating, for example, more African American or Hispanic applicants as compared to applicants outside those groups.

Thus, while Ban the Box seems pretty straightforward, it is important to understand the details of each state and local law that may apply to your business. Moreover, it is important to review your job postings, advertisements and recruiting materials to make sure that they are up to date and not creating potential liability for you.



More Americans Are Back at Work Making Stuff

by Chip Cutter, Wall Street Journal

U.S. manufacturing employment has increased for 18 consecutive months, marking the longest stretch of gains since the mid-1990s, with employers adding 274,000 nonmanagerial manufacturing jobs since July 2017, according to the U.S. Department of Labor.

Many economists believe the manufacturing industry has stabilized, and much of the recent job growth can be attributed to companies producing transportation equipment and machinery, among other long-lasting goods.

The industry employs about 12.8 million people today, down from a peak of 19.6 million in 1979. The decline in U.S. manufacturing jobs has been driven by factors including globalization and the rise of automation. The industry's work also has changed, with many workers now helping to program and oversee robotics or repair machinery, rather than manually performing repetitive tasks. "We still make a lot of stuff," says Charles Ballard, an economist at Michigan State University. "It just doesn't take as many people to make that stuff."



More workers to be eligible for overtime under DOL's proposed new rule

by Staffing Industry

More employees who work in an "executive, administrative and professional" capacity may soon be eligible for overtime. A rule proposed by the US Department of Labor's Wage and Hour Division would raise the pay level for which workers would automatically be considered eligible for overtime.

Workers making up to \$679 per week, or \$35,308 per year, under the new rule would automatically be eligible for overtime if they work more than 40 hours per week. The level under the present rule is up to \$455 per week, or \$23,660 per year.

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In addition, the new rule raises the total annual compensation requirement for a worker to be considered a “highly compensated employee” and exempt from overtime. The new level would be \$147,414 per year, up from \$100,000 per year.

Employers would also be able to count nondiscretionary bonuses and incentive payment, including commissions, to satisfy up to 10% of the salary-level test under the currently proposed overtime rule, provided the bonuses are paid annually or more frequently.

More than 1 million more US workers would be eligible for overtime under the new rule, according to the Department of Labor. However, the wage levels under the rule would not automatically be updated.

The newly proposed rule comes after a previous effort to update the overtime rule was rejected by a federal court in Texas in 2017. That effort came from the

Obama administration and would have required workers to be paid \$913 per week, or \$47,476 annually, before they were not automatically eligible for overtime. That plan would have made 4.2 million more people eligible for overtime.

Under the new rule, employees covered include those in executive, administrative, computer and outside sales positions.

“This change to the overtime rule is long overdue and the level of \$679 per week is certainly more reasonable than the increase proposed in 2016,” said Fiona Coombe, director of legal & regulatory research, at Staffing Industry Analysts. “However, employers will have a relatively short time in which to make adjustments to their employees pay arrangements and will need to take advice now to prepare for this increase.”

The overtime rule had not been updated since 2004.



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