DEC. '17 – JAN. '18

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The Peoplelink Online Newsletter

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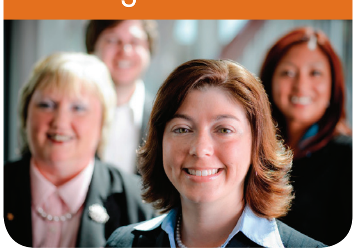
Raising the Bar in Staffing Since 1987



ALL MANAGEMENT IS …

by Robert H. Schaffer

Change management is having its moment. There's no shortage of articles, books, and talks on the subject. But many of these indicate that change management is some occult subspecialty of management, something that's distinct from "managing" itself. This is curious given that, when you think about it, all management is the management of change.

If sales need to be increased, that's change management. If a merger needs to be implemented, that's change management. If a new personnel policy needs to be carried out, that's change management. If the erosion of a market requires a new business model, that's change management. Costs reduced? Productivity improved? New products developed? Change management.

The job of management always involves defining what changes need to be made and seeing that those changes take place. Even when the overall aim is stability, often there are still change goals: to reduce variability, cut costs, reduce the time required, or reduce turnover, for example. Once every job in a company is defined in terms of the changes to be made

(both large and small), constant improvement can become the routine. Each innovation brings lessons that inform ongoing operations. The organization becomes a perpetual motion machine. Change never occurs as some sort of happening; it is part of everyday life.

Today's change management movement has arisen in response to the difficulty companies have had in making

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Jay Mattern, CEO

Are You *SURE* You Want to be a Manager?

A prominent business owner likes to tell newly promoted supervisors that they have just been given the "gift of fire." As a boss they now have a new and potent power, but this business man wants to ensure they understand the appropriate — and inappropriate — uses of this gift. Fire can be used to warm and comfort. It can be used to illuminate darkness. It can be used to render food more nutritious and pleasing. When stoked into a campfire, it provides a place for people to convene. And every once in a while, it is used to scorch — as when a leader speaks painful truths to others. Here is some counsel on what to consider before you make the leap to manager.

Count the cost. It's fun to play on a bigger stage. More pay is nice. Taking on more complex problems provides new satisfactions. And learning to lead people is a novel opportunity for growth. But new responsibilities always require the surrender of familiar pleasures. Think about your future before you give up the present. The deepest regrets I've heard from those who took the job were the loss of tribe and simplicity.

Tribe. When you become the boss your peers are no longer peers. This might unsettle valued friendships. Also, your new peers may be less to your liking. Examine them closely before moving up to their level. Likewise, when you are granted more power, you are implicitly agreeing that your loyalty from that day forward is expected to be more to the enterprise than to your colleagues. This may offend your former tribe. For example, if you argue against new ergonomic chairs that you formerly championed — because now you see a better and higher use of the funds — they may see you as a sellout. Verbally, or nonverbally, they'll express their disgust at the new airs you're putting on in an attempt to turn you back into a peer. You're not. And you never will be again. Are you okay with that? The extreme case of your tribal loss may be the need to dismiss one of your former peers. Could you? Would you? Would you dress them down if needed in order to uphold the interests of the enterprise? Would you give one of them an unattractive assignment if that's what the team needed done? Try the job on. Try to imagine the crucial moments you will face that may require setting new expectations and social contracts with previous peers. Are you willing to fully embrace the requirements of this new authority?

Simplicity. The world is no longer as simple as your opinion — it's now about our. You will encounter a new set of tradeoffs. You don't get to sit in the cheap

seats and blame "management" anymore — because you are now management. You can't take simple positions like "the customer comes first" because you have to balance cost, quality, schedule, and other factors. When you take the job you leave a world of value simplicity and enter one of value complexity. You will have to advocate positions that you may not totally agree with because you are now a part of a management team. Are you ready for that?

Take counsel from your fears. Fear is normal. If you aren't scared you shouldn't be trusted with fire. You've got two options for dealing with those jitters — you can cover for them or connect with them. Faking confidence doesn't work. If you're worried about failure or criticism, that's normal. Authenticity — first with yourself and then with others — is the path to legitimate serenity. For example, if you're being asked to lead a team of engineers — most of whom are smarter than you — the worst thing you can do is cover for your fear with some supercilious display of your wisdom. The ultimate display of confidence is a comfort with truth. Acknowledge your deficiencies without dwelling on them. Then focus on your strengths.

Check your motive. If you say yes to becoming a manager, think carefully about why you are saying it. Is your primary motive ambition or contribution? Is it about looking good or doing good? If you want power to gratify your ambition, your leadership will be

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Bright Ideas

How Coca-Cola, Netflix, and Amazon LEARN FROM FAILURE

By Bill Taylor

Why, all of a sudden, are so many successful business leaders urging their companies and colleagues to make more mistakes and embrace more failures?

In May, right after he became CEO of Coca-Cola Co., James Quincey called upon rank-and-file managers to get beyond the fear of failure that had dogged the company since the "New Coke" fiasco of so many years ago. "If we're not making mistakes," he insisted, "we're not trying hard enough."

In June, even as his company was enjoying unparalleled success with its subscribers, Netflix CEO Reed Hastings worried that his fabulously valuable streaming service had too many hit shows and was canceling too few new shows. "Our hit ratio is too high right now," he told a technology conference. "We have to take more risk…to try more crazy things… we should have a higher cancel rate overall."

Even Amazon CEO Jeff Bezos, arguably the most successful entrepreneur in the world, makes the case as directly as he can that his company's growth and innovation is built on its failures. "If you're going to take bold bets, they're going to be experiments," he explained shortly after Amazon bought Whole Foods. "And if they're experiments, you don't know ahead of time if they're going to work. Experiments are by their very nature prone to failure. But a few big successes compensate for dozens and dozens of things that didn't work."

The message from these CEOs is as easy to understand as it is hard for most of us to put into practice. I can't tell you how many business leaders I meet, how many organizations I visit, that espouse the virtues of innovation and creativity. Yet so many of these same leaders and organizations live in fear of mistakes, missteps, and disappointments — which is why they have so little innovation and creativity. If you're not prepared to fail, you're not prepared to learn. And unless people and organizations manage to keep learning as fast as the world is changing, they'll never keep growing and evolving.

So what's the right way to be wrong? Are there techniques that allow organizations and individuals to embrace the necessary connection between small failures and big successes? Smith College, the all-women's school in western Massachusetts, has created a program called "Failing Well" to teach its students what all of us could stand to learn. "What we're trying to teach is that failure is not a bug of learning it's the feature," explained Rachel Simmons, who runs the initiative, in a recent New York Times article. Indeed, when students enroll in her program, they receive a Certificate of Failure that declares they are "hereby authorized to screw up, bomb, or fail" at a relationship, a project, a test, or any other initiative that seems hugely important and "still be a totally worthy, utterly excellent human being." Students who are prepared to handle failure are less fragile and more daring than those who expect perfection and flawless performance.

That's a lesson worth applying to business as well. Patrick Doyle, CEO of Domino's Pizza since 2010, has had one of the most successful seven-year runs of any business leader in any field. But all of his company's triumphs, he insists, are based on its willingness to face up to the likelihood of mistakes and missteps. In a presentation to other CEOs, Doyle described two great challenges that stand in the way of companies and individuals being more honest about failure. The first challenge, he says, is what he calls "omission bias" — the reality that most people with a new idea choose not to pursue the idea because if they try something and it doesn't work,

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Meet **CHRISTY KILGORE LYND » » »**

Operations Manager
Montgomery, AL

» How long have you been in the staffing business? I started in the staffing industry in 2009 as a staffing coordinator.

» What was your first job? What do you remember most about it? My first job was an office manager. I remember the thrill of making my own money.

» Who was the worst boss you ever had and why? I had a manager that was at a very high level with direct contact with the CEO. Instead of using her influence to support her team and drive positive change, she used her power to bully employees and prevent them from growing. She took credit for any good ideas or successes and passed blame for everything that went wrong.

» What motivates you each day to sell and service your clients? My relationship with my clients motivates me. I want to make things happen that none of the other services can.

» What are some of your long-term goals? My long-term goal is to build my own empire in southern Alabama and Georgia.

» What makes Peoplelink unique, from your perspective? No matter how much we grow, we continue to have mom and pop service.

» What makes you successful as a Manager? Kelly Riley's support has a big impact on me being a successful manager. She always provides me with resources in a timely manner.

» What is the best advice you could give to other Peoplelink staff members? If you don't think you have time to do it right the first, what makes you think you will have time to go back to fix it later? Don't let being busy be your excuse.

» What is your favorite movie? Sweet Home Alabama.

» If you could have any car you want, what would it be? It would be a black, Mercedes AMG G63.

» What is your home city? What is the greatest feature about your home city? Valley, Alabama is my home city. It is close to Auburn, Alabama. War Eagle!! (Sorry Kelly Proctor)

» How do you unwind when you're not at the office? I love to craft and spend time with my daughter, Emma Grace.

» What do people like most about you? Least? Most people like my big heart and personality. People probably don't like my high level of expectations and the fact I let them know if they don't meet them.

From the CEO's Desk »

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all about you. You'll fail to cultivate the legitimate trust of your team. You'll guard your power jealously rather than being generous with it. You'll obsess over others respecting you rather than doing the right thing. And all of that will hobble your capacity to be bold and decisive. The gift of fire isn't "power over," it is "power to." The organization is willing to grant it to you if your intent is to be a steward, not a monarch.

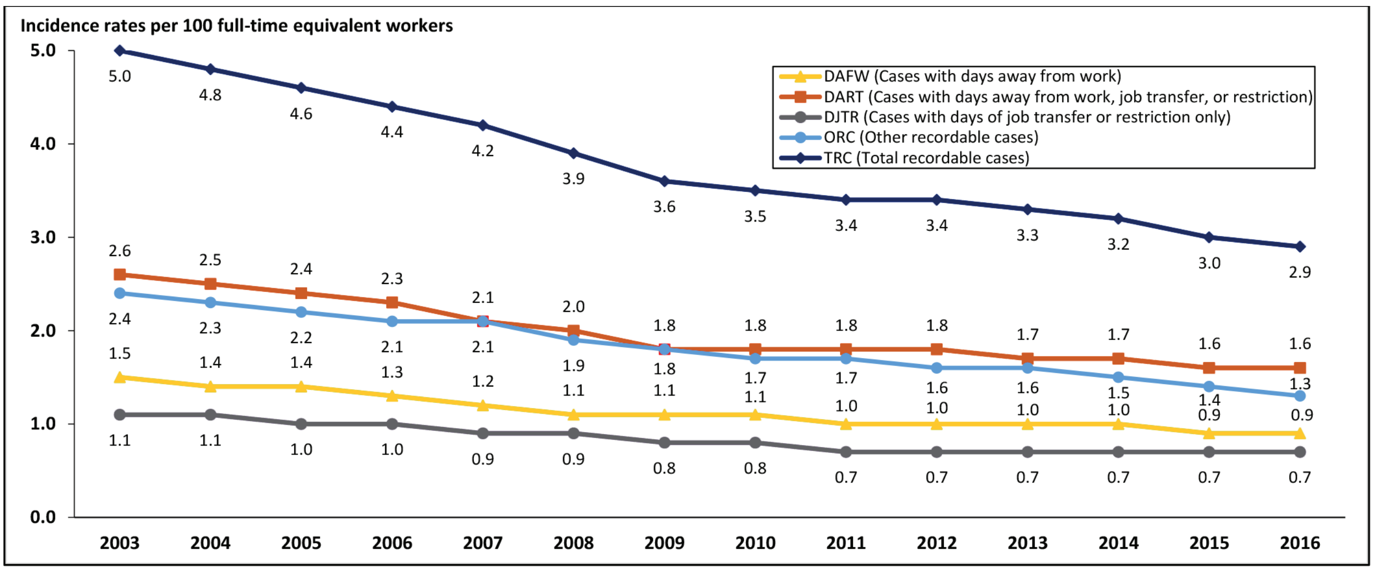
Leadership offers profound satisfactions – but only if embraced fully, willingly, and for the right reasons.

EMPLOYER-REPORTED WORKPLACE INJURIES AND ILLNESSES – 2016

Source: Bureau of Labor Statistics (U.S. Department of Labor)

There were approximately 2.9 million nonfatal workplace injuries and illnesses reported by private industry employers in 2016, which occurred at a rate of 2.9 cases per 100 full-time equivalent (FTE) workers, the U.S. Bureau of Labor Statistics reported today. Private industry employers reported nearly 48,500 fewer nonfatal injury and illness cases in 2016 compared to a year earlier, according to estimates from the Survey of Occupational Injuries and Illnesses (SOII).

Chart 1. Nonfatal occupational injury and illness incidence rates by case type, private industry, 2003-16



- The 2016 rate of total recordable cases (TRC) fell 0.1 cases per 100 FTE workers to continue a pattern of declines that, apart from 2012, occurred annually since 2004. (See chart 1.)
- The rate of other recordable cases (ORC) declined by 0.1 cases, while rates for remaining case types—days away from work, job transfer or restriction (DART); days away from work (DAFW); and days of job transfer or restriction only (DJTR)—were unchanged from a year earlier.
- The rate for DJTR cases has remained at 0.7 cases per 100 FTE workers since 2011.
- Nearly one-third of nonfatal occupational injuries and illnesses were of a more serious nature and resulted in days away from work.

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EMPLOYER-REPORTED WORKPLACE INJURIES AND ILLNESSES – 2016

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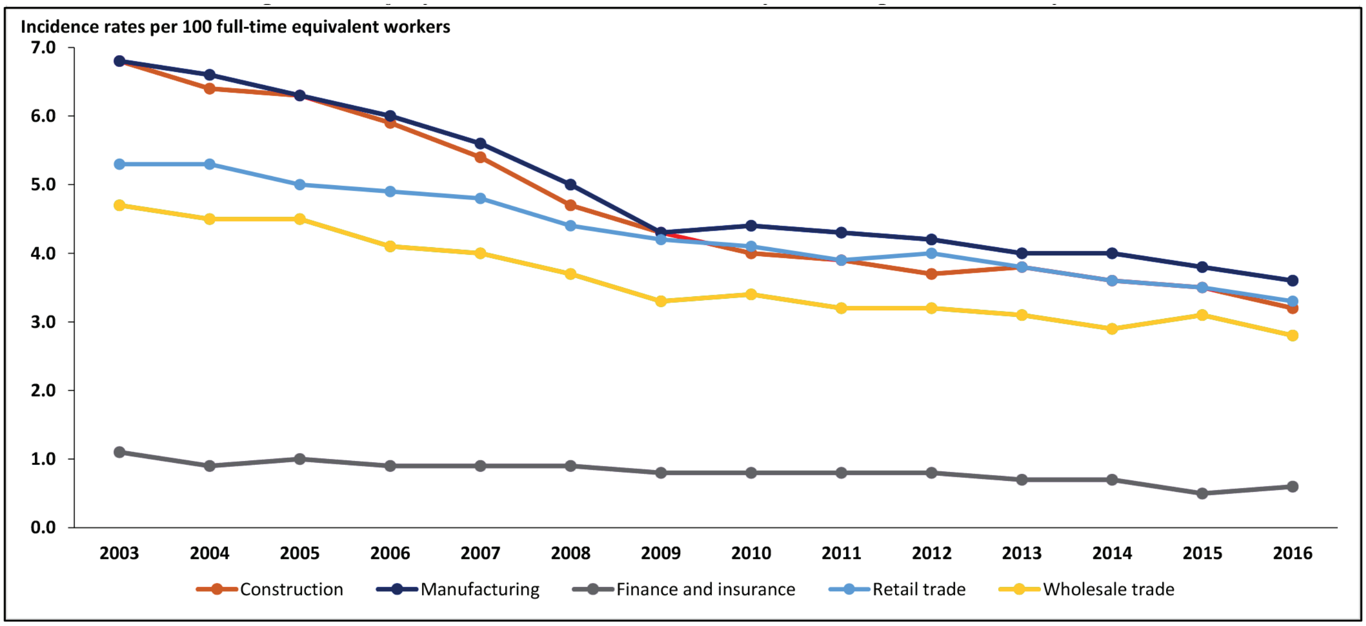
Chart 2. Nonfatal occupational injury and illness incidence rates by selected private industry sector, 2003-16



- Four private industry sectors—construction, manufacturing, wholesale trade, and retail trade—experienced statistically significant declines in the TRC rate of occupational injuries and illnesses in 2016. (See chart 2.)
- Finance and insurance was the only industry sector in which the TRC rate of injuries and illnesses increased in 2016; though, the relatively low number of cases reported in this sector yielded the lowest rate among all private industry sectors (0.6 cases per 100 FTE workers).
- The TRC rate of work-related injuries and illnesses was unchanged among the 14 remaining private industry sectors in 2016.

Cases resulting in days away from work

There were 892,270 occupational injuries and illnesses in 2016 that resulted in days away from work in private industry, essentially unchanged from the number reported for 2015. The private industry incidence rate for DAFW cases was 91.7 per 10,000 full-time equivalent (FTE) workers in 2016. The median days away from work—a key measure of the severity of cases—was 8 days in 2016, unchanged from 2015.

Data and analysis in this section highlight case circumstances and worker characteristics—for example, worker occupation, event or exposure, and the nature of the injury or illness, among others—that are available for nonfatal injuries and illnesses that resulted in days away from work.

Note: Counts and incidence rates of case circumstances and worker characteristics for cases with days away from work (DAFW) estimates are presented at a different precision level than for other case types. Data users are cautioned to account for different levels of precision when analyzing estimates presented in this release. In this section, it is implied that statements refer to DAFW cases unless otherwise noted.

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EMPLOYER-REPORTED WORKPLACE INJURIES AND ILLNESSES – 2016

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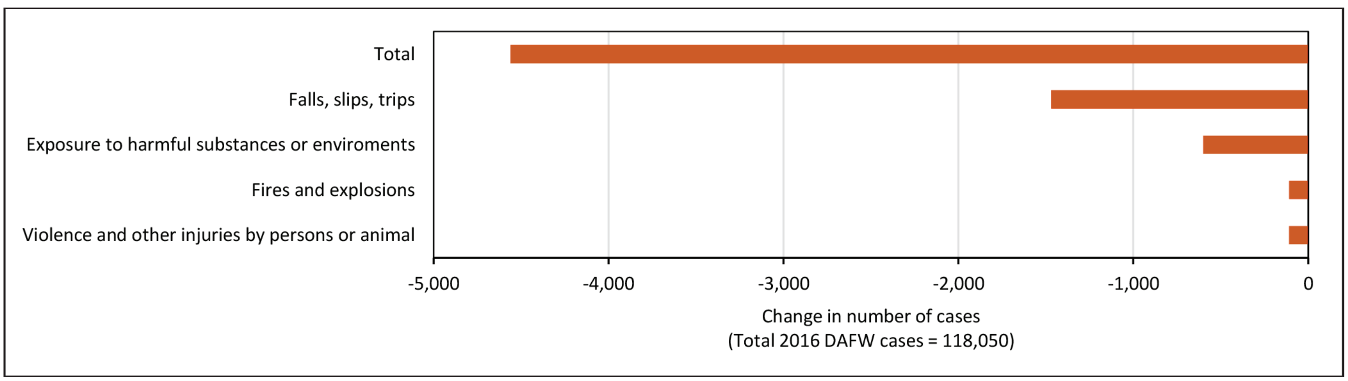
Of the four private industry sectors whose rates of total recordable cases declined in 2016—construction, manufacturing, wholesale trade, and retail trade—only retail trade (122,390) and manufacturing (118,050) had more than 100,000 DAFW cases. Of these two industry sectors, only manufacturing had a decrease in both the count and incidence rate for DAFW cases in 2016.

- In manufacturing, the number of DAFW cases fell by 4,560 (4 percent) to 118,050 in 2016. (See chart 3.) This resulted in an incidence rate of 94.9 cases per 10,000 FTE workers in 2016, down from 99.0 cases in 2015.
- Workers in manufacturing who sustained occupational injuries and illnesses resulting in days away from work in 2016 required a median of 9 days to return to work, unchanged from 2015.
- Injuries and illnesses to production workers accounted for 64 percent (75,070 cases) of total DAFW cases in manufacturing in 2016, a decrease of 3,510 cases from 2015.
- Injuries and illnesses to transportation and material moving workers accounted for 18 percent (21,100 cases) of the total DAFW cases in manufacturing, which was a decrease of 950 cases from 2015.

Chart 3. Selected changes in days-away-from-work cases from 2015 to 2016 in manufacturing by event or exposure



- In manufacturing, 19 percent (22,040) of the DAFW cases were the result of falls, slips, or trips in 2016, a decline of 1,470 cases from 2015 levels. (See chart 3 and www.bls.gov/web/osh/cd_r4.xlsx.) This resulted in an incidence rate of 17.7 cases per 10,000 FTE workers in 2016, down from a rate of 19.0 cases in 2015.
- Other leading events or exposures in manufacturing in 2016 included contact with object or equipment (35.4 cases per 10,000 FTE workers) and overexertion and bodily reaction (34.1 cases). Both rates were essentially unchanged from 2015.

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EMPLOYER-REPORTED WORKPLACE INJURIES AND ILLNESSES – 2016

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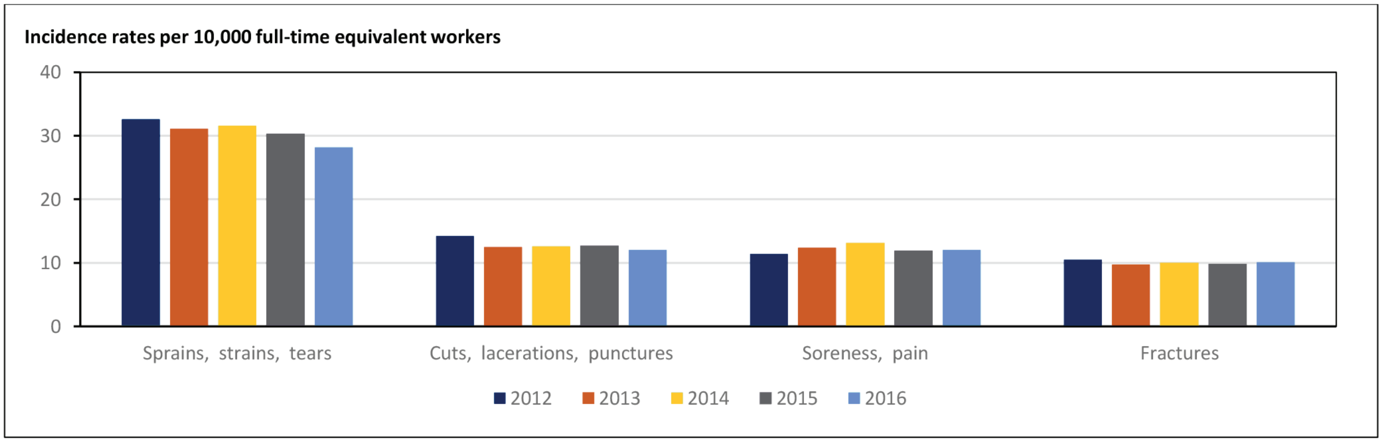
Chart 4. Nonfatal occupational injury and illness incidence rates for days-away-from-work cases in manufacturing by leading nature of injury or illness, private industry, 2012-16



- In manufacturing, the rate of sprains, strains, or tears (28.2 cases per 10,000 FTE workers); cuts, lacerations, or punctures (12.0 cases); soreness or pain (12.0 cases); and fractures (10.1 cases) were among the leading types of injury or illness cases resulting in days away from work in 2016. (See chart 4.)
- Sprains, strains, or tears accounted for 30 percent (35,110) of the DAFW cases in manufacturing, a decrease of 2,480 cases from 2015. These cases occurred at a rate of 28.2 cases per 10,000 FTE workers in 2016, down from 30.3 cases in 2015. (See chart 4.)
- Cuts, lacerations, or punctures accounted for 13 percent (14,960) of the DAFW cases in manufacturing, a decrease of 720 cases from 2015. This contributed to a decrease in the incidence rate in 2016 for cuts, lacerations, or punctures to 12.0 cases per 10,000 FTE workers, down from 12.7 cases in 2015. (See chart 4.)

ALL MANAGEMENT IS CHANGE MANAGEMENT

CONTINUED FROM PAGE 1

constant, rapid improvement a routine aspect of work. Efforts to overcome this have led to the bifurcation of organizational life into ordinary times and change management times. As an increasing number of people take on the role and mindset of the change management professional, instead of striving to make innovation and improvement routine, they naturally encourage the treatment of change as something special. Managers start to view change as an extraordinary event that must be dealt with using change management techniques and special skills. And then it's easy for people to become resistant to change.

What needs to change is that thinking. Leaders should view change not as an occasional disruptor but as the very essence of the management job. Setting tough goals, establishing processes to reach them, carrying out those processes and carefully learning from them — these steps should characterize the unending daily life of the organization at every level. More companies need to describe their work in terms of where they are trying to go in the next month or next quarter or next year.

How do you transition into such a company? The simple answer is to skip the months spent creating a comprehensive plan to make the company more change-oriented. Instead, focus on some important goals that are not being accomplished. Have teams carve out some sub-goals they will aim to achieve in a few months. They should be asked to test innovative steps they think will make a difference and to learn from the process. Maintaining a short time frame for these experiments permits the rapid testing of many modest innovations. Of course, these are steps to advance major strategic goals, but the emphasis should be on executing specific changes — with each success followed by a new round of more ambitious goals to tackle.

For example, Gary Kaplan, president of XL Catlin's North American Construction insurance, got his division started by formulating some major strategic goals. Then he launched a series of short-term "results-seeking projects," each focused on achieving some aspect of those strategic goals. The projects aimed to have people experiment with innovation. As they tested ideas and learned from them, they incorporated new ways of working into the fabric of the organization.

Each year they carry out about 50 such results-seeking projects. Of those recently completed, one won $8 million of new business in a particular region of the country and another focused on reducing costs by redesigning a process to shift major tasks to lower-level, less-costly staff. Kaplan's project-centric strategy allowed the company to bring in $1 billion of premium revenue five years after the launch of the division, and then another billion dollars in the next 18 months.

A critical part of this evolution is holding managers accountable for continuing improvements. As Kaplan told me, by making the operating managers responsible, they develop their capacity to lead continual change while their people develop the capacity to implement it. Specialist experts can be used for support, but actual management of the changes must remain in the hands of the managers. Because, as Kaplan so neatly demonstrates, change management is management, and management is change management.

Bright Ideas

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the setback might damage their career. The second challenge is to overcome what he calls "loss aversion" — the tendency for people to play not to lose rather than play to win, because for most of us, "The pain of loss is double the pleasure of winning."

Creating "the permission to fail is energizing," Doyle explains, and a necessary condition for success — which is why he titled his presentation, with apologies to the movie Apollo 13, "Failure Is an Option." And that may be the most important lesson of all. Just ask Reed Hastings, Jeff Bezos, or the new CEO of Coca-Cola: There is no learning without failing, there are no successes without setbacks.

SHINING STAR NOVEMBER

Left to right – Emma Priebe (Peoplelink Recruiter), Jen Haskin (Shining Star), Courtney Van Wagoner (Peoplelink Ops Manager)

Peoplelink is pleased to announce that Jen Haskin has been chosen as our November *Shining Star* employee. Jen has been an Assembler with Byrne Electrical Specialists for over 3 years. She reports to the Rockford, Michigan branch of Peoplelink.

Over the course of her tenure with Byrne, Jen has completed training in nearly all areas at the plant. In her current role, Jen acts as water spider, pulling orders for the lines to assemble. According to Jen's manager, she is a valued employee whose work quality, sense of urgency, and drive to do the right thing are strong.

While on the job, Jen enjoys determining which material to pull for every order and taking ownership of her work. In her free time, Jen enjoys outdoor activities with her daughter. As winter approaches, she is looking forward to ice fishing.

Congratulations to Jen for being Peoplelink's November *Shining Star* employee!

Find your shining star! Contact Peoplelink at 574.232.5400.

Corporate jargon: Ranking buzzwords from insufferable to tolerable

By Rachel Mucha

Corporate jargon can do more than just annoy your coworkers – using particular buzzwords at work can also alter people's impression of your professionalism and intelligence.

That's according to a recent survey.

1,000 employees across the U.S. were asked to rank the top corporate buzzwords. The results showed that while some jargon is unavoidable, the respondents thought certain words should be eliminated completely from employees' vocabulary.

WORST WORDS

Respondents ranged in age, level, and industry, but almost everyone had the most hated jargon in common:

- LOL (spoken aloud)
- Ping me, and
- Growth hacking/hacker.

The survey showed that when people hear their colleagues use these phrases, they are likely to lose respect for them or question their intelligence.

It does seem to make a difference, though, whether these phrases are used in conversation or in writing. Forty-seven percent of employees said it was better to hear buzzwords than to read them, while 34% thought it was equally as bad. Almost everyone agreed that "LOL" should never be said out loud.

SOMEWHAT ACCEPTABLE

Some jargon can't be avoided, and here are some phrases that employees can deal with:

- Internet of things
- Run it up the flagpole
- Low-hanging fruit
- Synergy
- Piggyback
- Take one for the team
- Jump ship
- No-brainer
- Table this discussion
- Ducks in a row
- Elephant in the room, and
- CC me.

The survey pointed out that the problem with these phrases isn't necessarily that they're overused, but that they are sometimes used in the place of a substantial conversation.

UNAVOIDABLE JARGON

There's some jargon that's so essential to the workplace that it's probably not going anywhere. Here are the phrases ranked most tolerable:

- A lot on my plate
- Game changer
- All hands on deck
- Pick your brain
- Hold down the fort
- Hit the ground running
- Leverage
- ASAP
- Think outside the box
- Touch base
- Open-door policy, and
- Keep me posted.

Many of these are efficient; how else can you ask for something as soon as possible? Some of these phrases can even come across as intelligent if used correctly.

Communication is one of the most important things in the workplace, so be careful navigating that buzzword minefield!

IRS increases FSA limits, other benefits for 2018

By Rachel Mucha

The IRS has released the 2018 Cost-of-Living Adjustments (COLAs) for a variety of tax-related limits, like the popular flexible spending accounts (FSAs). Here's what employers need to know about the new COLA limits:

WHAT'S GOING UP

- **FSAs.** The annual employee salary contribution limit to FSAs will increase to $2,650 (a $50 increase from 2017).
- **Qualified transportation limits.** The monthly limit that may be excluded from an employee's income for qualified parking benefits will increase to $260 (up $5 from 2017). The combined monthly limit for transit passes and vanpooling expenses will also be $260 (up $5 from 2017).
- **Qualified Small Employer Health Reimbursement Arrangements (QSEHRAs).** The maximum amount of payments and reimbursements under a QSEHRA cannot exceed $5,050 for individual coverage and $10,250 for family coverage (a $100 and $200 increase from 2017, respectively).

- **Adoption assistance exclusion and adoption credit.** The maximum amount that may be excluded from an employee's gross income under an employer-provided adoption assistance program rises to $13,840 (up $270 from 2017). In addition to this increase, the maximum adoption credit allowed to an individual for the adoption of a child will also be $13,840 (a $270 increase from 2017). Both the exclusion and the credit will begin to be phased out for individuals with modified adjusted gross incomes greater than $207,580 and will be entirely phased out for individuals with modified adjusted gross incomes of $247,580 or more (both up $4,040 from 2017).
- **Small business health care tax credit.** The average annual wage level at which the tax credit begins to phase out for eligible small employers will rise to $26,700 (up $500 from 2017). The maximum average annual wages to qualify for the credit as an "eligible small employer" will be $53,400 (an increase of $1,000 from 2017).

MORE HR NEWS ON NEXT PAGE

HR News

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- **Archer MSAs.** For Archer MSA-compatible high-deductible health coverage, the annual deductible for self-only coverage must be between $2,300 (up $50 from 2017) and $3,450 (up $100 from 2017), with an out-of-pocket maximum of $4,600 ($100 increase from 2017). For family coverage, the annual deductible must be between $4,600 (up $100 from 2017) and $6,850 (up $100 from 2017), with an out-of-pocket maximum of $8,400 ($150 increase from 2017).
- **Premium Tax Credit.** For taxable years beginning in 2018, there are a few increases, and the following limitations on the tax for excess advanced credit payments will apply: For unmarried individuals (other than surviving spouses and heads of household), $300 for household income less than 200% of the federal poverty line (FPL); $775 (up $25 from 2017) for household income at least 200% but less than 300% of FPL; and $1,300 (up $25 from 2017) for household income at least 300% but less than 400% of FPL. For all other taxpayers, $600 for household income less than 200% of FPL, $1,550 (up $50 from 2017) for household income at least 200% but less than 300% of FPL; and $2,600 (up $50 from 2017) for household income at least 300% but less than 400% of FPL.

WHAT STAYS THE SAME

- **Dependent Care Assistance Program (DCAPs).** The $5,000/$2,500 DCAP limit has not changed (it is a non-indexed limit), however there are adjustments to some of the general tax limits that are relevant to the federal income tax savings under a DCAP. These include the 2018 tax rate tables, earned income credit amounts, personal exemption amounts, and the standard deduction amounts. The child tax credit limits are also relevant when calculating the federal income tax savings from claiming the dependent care tax credit (DCTC) versus participating in a DCAP.

Executives mindful of salary history legislation but doubt it will improve pay equity situation, survey finds

By SIA

A majority of executives believe their organizations will be affected by new legislation aimed at closing pay gaps for women and other underserved populations, according to a recent survey. However, most don't believe the legislation will achieve the desired results.

Cities and states across the US — including California, Massachusetts, Delaware and Oregon — are at various stages of enacting legislation to prohibit employers from asking job candidates about their salary history and using the information in making pay offers. New York City enacted such legislation recently. Proponents say that basing pay on past wages can perpetuate the earnings divide.

However, whether the new laws will improve gender pay equity remains to be seen. Most executives polled, 65%, believe that the law will not, or only to a small extent, improve the gender pay equity situation in their organization. And although further action on pay equity is likely ahead, only 19% of organizations say they are well prepared to handle the new laws once they go into effect.

Many large organizations indicated that they are likely to get ahead of the issue by changing their national policies instead of waiting for individual cities and states to pass measures. Nearly half of the executives polled, 46%, said choosing to comply with the most stringent legislation is their likely course of action, as opposed to complying with each local legislation.

MORE HR NEWS ON NEXT PAGE

In the Spirit of the Season
We extend a Heartfelt
THANK YOU and
Wish you the very best
in the New Year!

More Employers to Hire Permanent and Seasonal Staff in the Fourth Quarter, According to CareerBuilder's Latest Forecast

Q4 Highlights:

- 43 percent of employers plan to hire full-time, permanent employees in Q4, up from 34 percent in 2016; 73 percent plan to increase salaries.
- 35 percent of employers expect to hire seasonal workers in Q4, up from 33 percent last year; 51 percent plan to increase pay for seasonal staff.
- 50 percent of retailers are hiring seasonal employees, on par with last year (49 percent). The percentage paying $10 or more per hour jumped 23 percentage points over the last two years.
- Nearly 1 in 5 workers (19 percent) say they are looking for a seasonal job over the holidays this year, up from 16 percent last year.
- The percentage of employers who are transitioning seasonal employees into permanent staff has reached a new high (70 percent) and has grown at an accelerated rate over the last few years.

"Our survey is pointing to a significant year-over-year gain in permanent hiring and a smaller boost in seasonal hiring in Q4, though the short-term effects of hurricane damage on the U.S. mainland remain to be seen," said Matt Ferguson, CEO of CareerBuilder and co-author of The Talent Equation. "One of the most telling trends from our research is the fact that many employers are willing to increase pay for both permanent and seasonal staff. This speaks to the sharpening competitive dynamic among employers that we have seen throughout 2017."

Full-time, Permanent Hiring

In Q3 2017, 44 percent of employers added full-time, permanent headcount while 8 percent decreased headcount, both improvements over the previous year. Positive trends are expected to continue with 43 percent of employers planning to hire new employees in the fourth quarter, up from 34 percent last year. Seven percent expect to reduce staff, down from 9 percent last year, while 47 percent anticipate no change and 3 percent are unsure.

Seasonal Hiring and Pay for Retail

Retailers are expecting another busy shopping season and are becoming more competitive in terms of what they are willing to pay seasonal workers. Half of retailers plan to hire seasonal workers in Q4 and, of these employers1, two-thirds (66 percent) will pay them $10 or more per hour, a big jump from 53 percent in 2016 and 43 percent in 2015.

Overall Seasonal Hiring and Pay

Looking across industries, 35 percent of employers are planning to have extra hands on deck to help with increased demands over the holidays, wrap up the year or ramp up for 2018. Of those hiring, 70 percent expect to hire some seasonal workers for full-time, permanent roles, up from 62 percent last year and up from 42 percent three years ago.

Employers across industries are also prepared to pay a higher premium for seasonal talent. Of those hiring seasonal workers, 45 percent will pay $15 or more per hour. Top areas they will be hiring seasonal staff for include:

- Customer Service – 38 percent
- Accounting/Finance – 24 percent
- Administrative/Clerical Support – 22 percent
- Technology – 18 percent
- Shipping and Delivery – 15 percent
- Inventory Management – 14 percent
- Gift-wrapping – 12 percent
- Hospitality – 10 percent
- Sales (non-retail) – 9 percent
- Public Relations – 9 percent
- Marketing – 9 percent

Permanent and Seasonal Hiring By Region

The West leads all regions in the percentages of employers planning to hire full-time, permanent staff and seasonal staff in Q4 (49 percent and 44 percent, respectively). The South is reporting the largest year-over-year improvement for both categories. While the Northeast and Midwest reported healthy increases in the percentages of employers hiring full-time, permanent staff, plans for seasonal hiring were similar to last year.

Biggest Mistakes That Can Cost You a Seasonal Gig

Flexibility is key in landing seasonal gigs, according to the study. When hiring managers were asked to identify what turns them off when they are interviewing a seasonal job candidate, refusing to work certain shifts was at the top of their list:

- Unwilling to work certain hours – 46 percent
- Doesn't take the interview seriously – 42 percent
- Is not enthusiastic – 40 percent
- Too casual or unprofessional – 38 percent
- Knows nothing about the company or products – 30 percent
- Seems more interested in the discount than the opportunity – 29 percent

Region	Permanent Hiring in Q4 2017	Permanent Hiring in Q4 2016	Seasonal Hiring in Q4 2017	Seasonal Hiring in Q4 2016
West	49%	39%	44%	40%
South	45%	34%	37%	32%
Northeast	41%	35%	33%	34%
Midwest	36%	29%	25%	27%

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New General Counsel Expected to Set New Probusiness Agenda for NLRB

By Tammy Binford

A much more business-friendly atmosphere is expected at the National Labor Relations Board (NLRB) now that the U.S. Senate has confirmed Peter B. Robb as the Board's General Counsel.

Robb, a management-side attorney with a Vermont law firm, is President Donald Trump's choice to replace Richard F. Griffin Jr., whose term as General Counsel expired on October 31. Griffin, nominated by President Barack Obama, began his tenure on November 4, 2013. Before Griffin, another Democratic nominee, Lafe Solomon, held the post.

With Robb on board as General Counsel, the five-member NLRB not only has a Republican majority of members, but it also has a Republican "quarterback," says Kevin C. McCormick, chair of the labor and employment section of Whiteford, Taylor & Preston, L.L.P., in Baltimore, Maryland, and editor of *Maryland Employment Law Letter*. As General Counsel, Robb will set the tone for the NLRB since the General Counsel is responsible for selecting cases the Board will hear.

"He's going to be like the quarterback on the team to help roll back the decisions that have caused employers heartache over the last eight years," McCormick says. Robb will be the one to orchestrate any attempts to roll back those decisions of the Obama-era Board.

Change won't be immediate, though, because the NLRB will have to wait for cases to come up before setting new precedents, but Robb will be in a position to decide which issues the Board will tackle. "It all begins with the General Counsel," McCormick says.

McCormick expects a dramatically different climate at the NLRB. He said Griffin led the Board in an especially aggressive pro-labor direction, even going after employers with 10(j) injunctions, which are injunctions authorized under Section 10(j) of the National Labor Relations Act (NLRA). That section allows the Board to seek temporary injunctions against employers in federal district courts to stop potentially unfair labor practices while the case is being litigated before administrative law judges and the Board.

Such injunctions are designed for use when employers are engaging in truly egregious conduct, McCormick says, and they were used sparingly before, but Griffin was aggressive in using them.

NLRB Makeup

Robb takes the General Counsel post with the NLRB having a Republican majority for the first time in 10 years. Two Trump nominees, Marvin E. Kaplan and William Emanuel, recently joined fellow Republican and Board Chair Philip Miscimarra and Democrats Mark G. Pearce and Lauren McFerran. Miscimarra's term ends on December 16, and he has said he won't accept another term. So the Board will have a 3-2 Republican majority for only a short time until a new Trump nominee can be confirmed.

Traditionally, the NLRB doesn't overturn positions unless it has at least a 3-2 majority, McCormick says, so unless Miscimarra is replaced soon, there will be a 2-2 tie. That's enough to "stop the bleeding," McCormick says, but not enough to roll back the controversial decisions of the Obama-era Board. According to McCormick, when the Board gets its full complement of members, it will begin to take another look at the "aggressive pro-union" decisions of the previous Board.

Some actions will take more time, however, McCormick says. For example, the controversial "quickie elections" rule won't be easy to undo. A regulation put in place in 2014 shortened the time between when a petition for a union election is filed and when the election has to take place. Employers opposed the change, saying the rule doesn't give them adequate time to respond to a union campaign.

The election rule was done by regulation, and the only thing a new Board can do about it is begin the time-consuming process of issuing new regulations, which can take over a year, McCormick says. But Robb will be in a position to make other significant changes right away to undo some of the other "aggressive pro-union policies" of his predecessor.

John Lovett, chair of the labor and employment law practice group at Frost Brown Todd LLC in Louisville, Kentucky, and an editor of Kentucky Employment Law Letter, agrees Robb will bring substantial change to the NLRB. "U.S. employers will finally start to feel the impact of the 2016 election on labor law enforcement with Peter Robb's installation as NLRB General Counsel," he says.

"The NLRB's General Counsel ultimately decides what labor law cases to prosecute," Lovett says. "Until now, President Obama's appointee has made those decisions. Now, that will change. The needs of those creating the jobs will, at least, be considered."

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The 2018 Human Resources Trends To Keep On Your Radar

By Josh Millet

In 2017, the human resources industry has done a lot of soul searching about the way culture and performance issues were handled within companies. In 2018, another big internal shift is coming, but this time the focus is on technology: how it can be used to find people, connect people, engage people, even replace people — and what to do when that happens. For years, technology has acted as a tool to help with day-to-day tasks, but the focus in 2018 will be technology as a way of life in the workplace. These are the five biggest trends I see coming to HR in the next year, and they all involve technology.

1. Passive candidates: Headhunting of passive candidates has always been part of the recruitment process. But these days, it's much different from simply sifting through resumes on a career website. The advent of social media has made getting in touch with candidates easier than ever before. Similarly, talent pools can now be identified simply by searching hashtags, sub-forums or other online communication methods. By engaging these types of candidates — either in groups or individually depending on the platform — recruiters can get a sense of what they're looking for and if they'd be willing to make a change in their careers.

2. A remote workforce: Working virtually — at home, at a coffee shop or anywhere else there's Wi-Fi — is a growing trend in the United States. In the past two decades, the volume of employees who have worked at least partially by telecommuting has quadrupled and now stands at 37%. A significant driver of this stems from VPN technology making it easy to access work systems from nearly any computer. This makes it possible to recruit from almost anywhere in the world, and it's no surprise that many startups are built with remote teams. From a corporate perspective, it opens up the pool of candidates, and by offering remote work capabilities, it's a way to retain current employees and boost job satisfaction through a better work-life balance. With video conferencing and collaboration tools evolving every year, this trend will only continue on the upswing.

3. Blind hiring: The tech industry, and Silicon Valley in particular, was rocked in 2017 by accusations and counter-claims of bias in the workforce. The easiest way to minimize any controversy? Make hiring a blind process. In standard screening and interviewing, unconscious bias easily becomes part of the equation by including any data that may give away key parts of a candidate's background: gender, age, race, even alma mater. By making hiring a blind process — that is, stripping away any info on a resume that may reveal demographic data — the first wave of screening can be done based purely on abilities and achievements. There's even recruiting software built to automate screening and anonymize candidates. This allows for a more diverse workforce built on merit, not any buddy-buddy vibes picked up during the early interview process.

4. Gamification: Gamification is a technique that has been working its way into all different types of industries. The idea of turning engagement into a competitive game format works for a range of purposes, whether it's marketing or teaching or hiring. In business, gamification can be used as a candidate screener, turning tests of critical skill sets and cognitive abilities into fun engagement. With the advent of smartphone apps, it's possible to have a user base play recruitment games while under-the-hood algorithms track critical analytics. The result benefits both candidates and employers: Candidates have a fun reason to try to increase their scores while showing off to potential employers; Hiring managers have an ocean of data that can help predict the strengths and weaknesses of candidates — and even find diamonds in the rough.

5. Future-proofing employees: While political talking points often emphasize the return of jobs in manufacturing and manual labor, the cold hard truth is that those positions are going away because of evolving technology. In many cases, artificial intelligence is replacing repeatable tasks while predictive analytics is replacing certain levels of management and decision making. It goes beyond manufacturing — travel agents, flight attendants and more are all vulnerable. Where does this leave the human work force? In 2018, it's up to companies to look at their human resources and determine the best way to pivot them into future positions. This means identifying the staff who are willing to embrace different aspects of jobs: management, problem solving, troubleshooting and other areas that require a human element. By planning ahead, this will save the company money as it transitions to cheaper computer-driven labor while maximizing the human potential already on the payroll.