

Labor & Industrial **INSIGHTS** Magazine

THE **GIG ECONOMY** IN 2017

A New Work Ecosystem Is Coming of Age

INSIDE

Administration is Killing Productivity

The Boomerang Trend Continues

Building Respect with Difficult People



From The CEO

At The Resource we are passionate about our story and the stories of evolution our clients have to tell.



Best Regards,

A handwritten signature in black ink that reads "Kathy Hartung". The signature is fluid and cursive, written over a white background.

Kathy Hartung, CEO

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We like to say we are revolutionizing the way companies handle their greatest assets, their people. In practically every company in the US, the 80/20 rule still stands. You can *easily* identify your key employees, the cream of the crop. So often though, employees outside the top performing 20 percent get looked at as underperforming, when *really* it's just that they are in the wrong position.

The hiring landscape is continually changing, as CEO, I felt that in my own company. Companies needed a hiring system that is a standalone predictor of future performance.

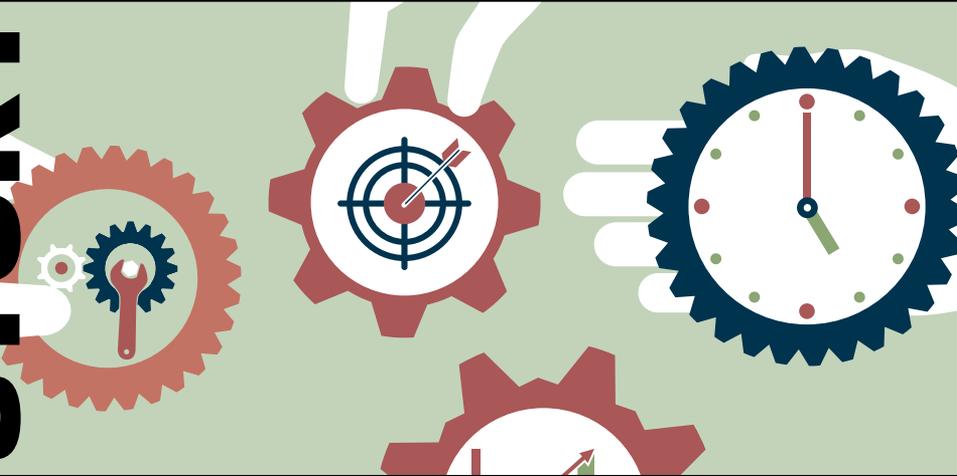
The Core Hiring System reveals the kind of position a person is designed for based on their core unchanging nature, and then matches them to a position within a company where they *will be* a top performer. By optimizing the talent you have, and positioning you to only hire the right people, we are showing companies the effect of having a top performer in every seat.

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From the CEO to the leadership team to the entry level position, a person doing what they are naturally designed to do has the power to rewrite the story; the story of your company, the story of your life.

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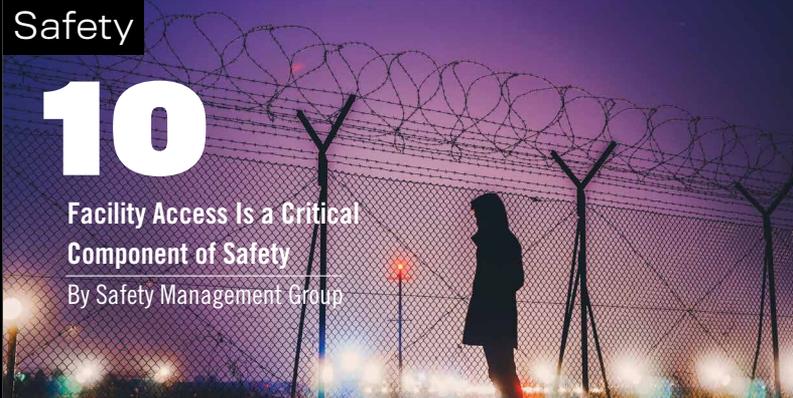


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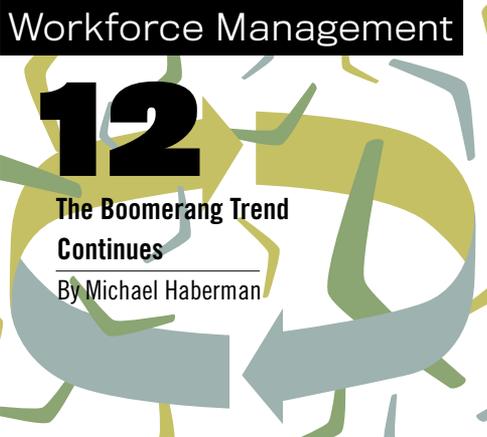


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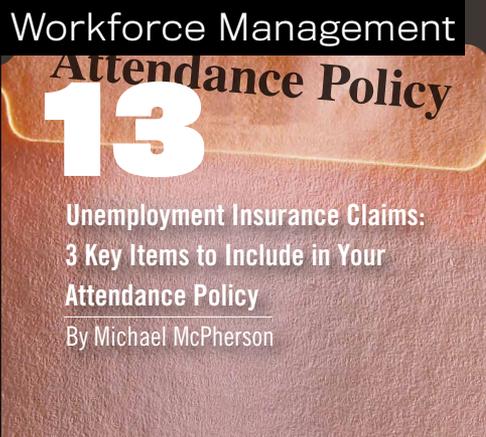
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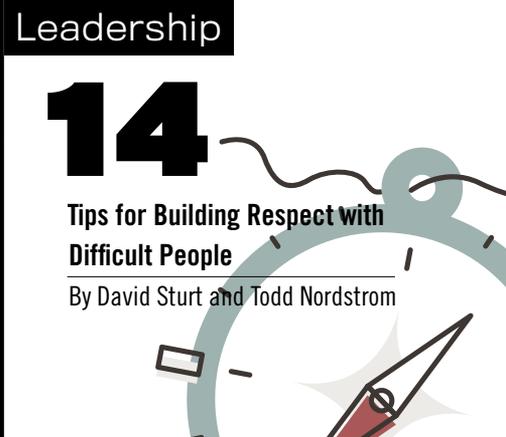


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Labor & Industrial **INSIGHTS**

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THE GIG ECONOMY IN 2017

A New Work Ecosystem Comes of Age

BY JOHN BOUDREAU

The emergence of a gig-based work ecosystem brings plenty of controversy, with many leaders convinced that the shift away from regular full-time employment as the norm will lead to failure. But such controversies are the inevitable growing pains that accompany any innovation's coming of age. And rather than herald decline, they usually highlight experimentation and growth. These controversies—and evolutions—are particularly evident in the contractor-based ride-sharing industry.

THE EVOLUTION OF THE ENGAGEMENT MODEL

In early 2016, Lyft settled a proposed class-action lawsuit in San Francisco federal court. The suit was brought against Lyft by contract drivers in California who sought to be classified as employees. As part of the settlement, Lyft agreed to pay \$12.25 million to its California drivers but will continue to classify them as non-employees. At the same time, though, Lyft will offer more worker protections (in particular, regarding driver deactivation from the service) and agrees to pay workers' costs for arbitration in disputes about compensation and deactivation.¹

A one-day strike of Uber drivers in New York City at the start of February 2016 revealed not only worker dissatisfaction but also the need for better communication about rideshare remuneration. The strike was motivated by Uber's decision to reduce fares by 15 percent. The company claimed that "lower fares spur demand so drivers don't have as much down time between trips . . . [and therefore see] a 20 percent increase in hourly earnings."² Drivers disagreed and pushed back. A few months later, in May, Uber announced a partnership with the newly formed Independent Drivers' Guild ("a joint project between Machinists Union District 15 and [Uber] platform drivers").³ Although New York City Uber drivers who join the guild will have "access [to] monthly meetings to discuss issues, representation from the guild if they believe they were wrongfully deactivated from Uber's service, and other benefits," they will, however, remain classified as contractors, not as employees.⁴

These changes aren't the only signs of evolution in the engagement model that defines how companies and outside vendors work together. Because both Uber and Lyft have policies that prevent them from giving rides to unaccompanied minors, parents have been unable to use those services to shuttle their unaccompanied children to and from school, sports practices, music lessons, and other activities. In response to this need, entrepreneurs in California have created two contractor-based ride-sharing companies that cater specifically to families with children who need transportation to their activities: HopSkipDrive and Shuddle.⁵ These companies may be leading the evolution of new approaches that draw on the flexibility of the gig economy to address other transportation dilemmas.

BEYOND RIDE-SHARING

Such innovations and lessons can also have applications outside the ride-sharing industry. Some companies have to figure out how to address workers' expectations of being able to work (or not work) whenever they like—an arrangement that many of those organizations haven't embraced. The chief human resources officer at beer conglomerate MillerCoors, for example, observes: "Talent wants to opt in and out at their leisure. It's the ultimate convenience. It's something on the hearts and minds of every HR professional."⁶

At the same time, though, more and more businesses are incorporating aspects of the gig economy. For example, PwC recently launched its own platform to attract freelancers and extend its workforce beyond its full-time consultants. And the consulting firm Eden-McCallum is built entirely on freelance consultants.

A close examination of the gig economy reveals an evolving system of service providers that seek to fill in the traditional "missing" elements of the contract work relationship, all across the talent life cycle. The UK-based PeoplePerHour uses broadcast television ads to recruit freelancers, for example. Shared Economy CPA (founded by a former associate at PwC and Deloitte) provides accounting services to gig workers. One former successful Uber driver now sells a ridesharing course and offers advice on his blog and podcast, the Ridesharing Guy.

GROWING PAINS ARE PART OF EVOLUTION

The gig economy is here to stay. Executives, managers, workers, and owners would be ill advised to dismiss these new work arrangements hastily, especially with some experts estimating that "by 2025 they could add \$2.7 trillion to global GDP and begin to ameliorate many of the persistent problems in the world's labor markets."⁷ Savvy leaders know that controversies and difficulties aren't signs of extinction but of evolution in action.

John Boudreau is a professor of management and organization in the University of Southern California Marshall School of Business. He studies the future of the global HR profession, HR measurement and analytics, decision-based HR, executive mobility, HR information systems, and organizational staffing and development. He can be reached at john.boudreau@usc.edu.

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THREE WAYS TO MAKE EXIT INTERVIEWS MORE EFFECTIVE

BY SUZANNE LUCAS



The exit interview is a double-edged sword. On the one hand, departing employees can provide information that a company desperately wants in order to improve. On the other hand, because employees have little motivation to provide complete, honest reasons for their departure, the exit interview can yield inaccurate information that makes it more difficult for a company to forge a path ahead.

Even when promised up one side and down the other that individual answers will be kept confidential, a departing employee is unlikely to believe that statements such as “I’m leaving because my manager is a jerk” won’t eventually get back to the relevant party. Because a manager who’s a jerk isn’t likely to be someone who takes negative feedback well, departing employees may fear jeopardizing their ability to use that manager as a good reference. Consequently, those employees probably won’t be willing to speak frankly during the exit interview.

So if departing employees aren’t likely to be entirely honest, should companies hold exit interviews at all? The short answer is yes. The long answer is yes—but only if you ask for constructive criticism, understand how to use the information you’re given, and focus on trends. Here’s how to ensure that your exit interviews are effective.

COVER YOUR BASES WITH THE BASICS

Even when they’re reluctant to open up completely during an exit interview, most employees will still be fairly straightforward about a few basic topics. When assessing your own company’s policies and procedures, it’s important to consider outgoing employees’ answers to questions on the following “big four” subjects:

- **New salary:** Is your new salary higher? Did you take a pay cut?
- **New title:** Are you making a lateral move? Or getting promoted?
- **New employer:** Are you staying in the industry? Becoming more specialized?
- **General company policies:** How do you feel about paid time off, flexible schedules, work hours, etc.?

For instance, you can learn a lot about your own company’s career development process by examining the types of positions your employees are taking. If too many people are leaving to take promotions elsewhere, it may be time to examine your company’s performance review and promotion process. Similarly, if too many people are willing to go through the time-consuming effort to find new jobs that offer the same pay and responsibilities as their current positions, your company’s current team structures and workloads may need a review.

In addition, feedback about your company’s policies can lead to important procedural changes. If enough people start saying that your health plans stink, then your health plans stink. If people keep saying that the organization doesn’t offer a reasonable vacation plan, then it doesn’t offer a reasonable vacation plan. When you hear this sort of feedback, believe it—or continue to lose star employees.

ASK FOR CONSTRUCTIVE CRITICISM—AND KNOW HOW TO USE IT

Should you try to move beyond the “big four” for more nuanced feedback? Absolutely! But be sure to ask clear

questions and have a process in place for following up on the feedback you receive.

For instance, if you simply ask, “Why are you leaving?” and get “Because my manager is a jerk” in response, it’s hard to act upon that information. Do you report that response back to the manager in question? (If you do that, there’s a good chance that you’ll ruin the future reference for the employee.) Do you notify the manager’s boss that there may be a problem?

Collecting individual feedback is more complicated than generating a report with overall performance numbers—and, because of the subjective nature of such feedback, it could yield inaccurate data shaped by personal bias. If you want exiting employees to provide more useful feedback, don’t make them feel as though they’re just naming names or complaining. Instead, use questions that elicit constructive criticism:

- What changes would you have made to your time with us?
- How did your career advance during your time here? What held you back?
- Would you ever be interested in returning to work here? Why or why not?
- What could the organization have done differently during your hiring process?

These HR-oriented questions are within your power to address. However, it’s important that you *do* try to address them: don’t bother asking these questions if you’re not going to do anything about the answers you get. Remember, exiting employees are likely to hear about any changes you do (or don’t) make through their friends who still work for your company.

TAKE FEEDBACK WITH A GRAIN OF SALT

Last, but not least, don’t take every interviewee’s feedback as gospel truth. The statement “My manager is a big jerk” could indicate problems with management-level staff at your company. But when coming from an employee who has a record of coming in late and clocking out early, for example, it could also indicate that the manager was simply managing and didn’t see eye to eye with the employee.

An exit interview can provide valuable information. But because that information comes from a biased source, don’t just consider those interviews individually. Instead, look for the trends and consistent feedback that emerge across multiple exit interviews. By examining a larger data set, you’ll find more ways to improve your company by building a better culture and taking care of problems proactively.

Suzanne Lucas spent 10 years in corporate human resources, where she hired, fired, managed the numbers, and double-checked with the lawyers. She can be reached at EvilHRLady@gmail.com.

CLOSING the SKILLS GAP

BY MIKE MCKERNS

It's 2017, and the skills gap is still here—and it's wider than ever before. If you haven't figured out yet how to deal with the skills gap (or maybe haven't even started thinking about it), don't panic! It's never too late to work on this problem, and here are some great places to start.

EMBRACE THE GIG ECONOMY

Consider breaking one full-time position (or work product) down into several tasks or shifts and staffing each piece with a different worker. This option could work well when a company has trouble finding someone to work at certain times, such as the 3 to 11 p.m. weekday shift in a manufacturing plant, for example. Breaking that eight-hour shift into chunks (say, 3 to 11 p.m. on two days, and two shifts of 3 to 7 p.m. and 7 to 11 p.m. on the other three days) and letting different people work each slot could greatly increase the company's ability to staff those times. More and more companies are embracing this workplace "Uberization," in which employees (gig workers) grab the shifts or tasks that they want and decline the rest.

GO MOBILE—LITERALLY!

Creative staffing involves finding new ways to connect with candidates. Mobile recruiting apps, for example, make it easier for job hunters to browse and apply for open positions. But virtual connections have their limitations, so take inspiration from mobile blood banks and bookmobiles and go where the people are: bring an RV full of mini-cubicles and computers to sporting events, large shopping centers, concerts, and other places where crowds gather. Another option is to set up stand-alone hiring kiosks in grocery stores and shopping malls. Both types of mobile recruiting stations let people apply for jobs and even complete some pre-employment testing all in one convenient location.

BUILD THE BRIDGE

The "skills gap" that most employers are facing today typically arises from one of two causes: either companies simply can't find enough people to staff their unskilled positions, or they can't find enough employees with the specific skill sets that they need. If numbers alone are your problem, then casting a wider net (in part by trying one of the two strategies mentioned above) might help. But if you're mostly faced with a lack of skilled workers, you need to tackle this challenge *before* your future employees enter the workforce. For example, partner with local high schools to establish programs to give students the training they'll need to be able to fill skilled positions after graduation. Reaching out to groups that are underrepresented in your industry (for example, women make up about 47 percent of the labor force but only 27 percent of the manufacturing workforce) is another strategy that can help you find the skilled workers you need.¹

Companies will always need workers, and people will always need jobs. Most of the time, those two interests align for mutual benefit. When there's a skills gap, though, both sides struggle to meet. Fortunately, companies can bridge that gap—by thinking outside the box and exploring new strategies.

Mike McKerns, SPHR, is the editor in chief of *LI Insights* and cofounder of Mamu Media, LLC. He can be reached at editor@mamumediallc.com.

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Administration is Killing Productivity

BY SHARLYN LAUBY

I've spent a lot of time writing about and talking about engagement. And engagement is important. Managers need to build and maintain positive, trusting relationships with employees, and employees need to feel connected to their work.

However, organizations could be undermining their engagement and productivity efforts with too much administration, according to a new research report from Kronos titled "The \$687B Question."¹ While I would encourage you to download the full report for details, the big takeaway is that the estimated potential opportunity cost of time wasted on unnecessary administration is—you guessed it—\$687 billion. Which equates to roughly \$4,500 per employee per year.

One of the most fascinating aspects for me was the realization that this isn't just a U.S. problem. Unnecessary administration is a global issue. In every country surveyed (Australia, Belgium, France, Germany, Netherlands, UK, Canada, Mexico, the U.S., India, and China), most respondents said their working life was not too complicated. However, the margins weren't significant. On average, 54 percent felt their working life wasn't complicated compared to 46 percent who did.

THE TOP 5 CHALLENGES FACING ORGANIZATIONS

When you look at what the specific issues are, the areas of difficulty (and complexity) were similar across countries as well. The top difficulties (with over 50 percent of respondents in each country rating it as an issue) were:

1. **Not enough staff. It's true**—recruiting has gotten tougher. Organizations are going to have to step up their sourcing strategies to find the best talent, even if that means developing talent from within. Recruiting needs to be more about action and less about paperwork.
2. **Poor technology/lack of automation.** When most adults conduct their personal lives on smartphones and tablets, they expect the companies they work for to have current technology. That includes automating processes like recruiting, performance management, and growing opportunities for employee self-service.
3. **Management pressure.** Yes, the numbers are important, and management is tasked with making the numbers. But making the numbers at the expense of people is the same as stepping over dollars to pick up quarters. Managers need time to manage people as well as processes.
4. **Maintaining consistent high levels of customer service during busy periods.** Employees should not be torn about serving the customer. Organizations exist because of their customers. Reducing administration

gives employees more time to sell more products/services and resolve customer issues.

5. **Heavy/unrealistic workload.** Just because recruiting is tougher doesn't mean that current employees can pick up all the slack. That is not a sustainable business strategy. Organizations need to develop contingent worker strategies to maintain productivity.

So, what's the productivity solution? Well, for starters, organizations need to spend less time on administration and more time on communication. Nearly three out of every four employees surveyed (73 percent) said better communication with management would help them feel more engaged and stay with the company. Specifically, employees said they wanted more communication in three areas:

- The company's direction and goals,
- The employee's future with the organization, and
- Management recognition for their efforts.

I think it's also important to note that managers are employees too! There's a lot of talk about "managers need to do this" and "managers need to do that." Organizations also need to make sure managers are freed from administrative burden so they can dedicate more time to value-adding activities, like communicating with their teams (as well as training, customer service, etc.). Taking care of management administration can mitigate and minimize many of those top challenges employees identified.

Employee engagement and productivity are connected to the entire organization. While it starts with the manager/employee relationship, it also involves business functions such as staffing, technology, and operations. The less time that managers and employees have to focus on administration; the more time they have to focus on the business, developing their people, and their customers' needs.

Sharlyn Lauby is the author of HR Bartender (www.hrbartender.com), a friendly place to discuss workplace issues. This article was reprinted with permission from Kronos (www.kronos.com), a leading provider of workforce management and human capital management cloud solutions. You can connect with them on Twitter at @KronosInc and @HRBartender.

1. The \$687B Dollar Question: Is Employee Engagement the Driver of Business Success? kronos.com/resources/687b-dollar-question-employee-engagement-driver-business-success.



Facility Access Is a Critical Component of Safety

BY SAFETY MANAGEMENT GROUP

Mention facility access, and many people envision a bored security guard sitting behind a desk in an office building or in a rundown shack in front of an industrial site. For decades, that's been a sadly accurate image of what companies do to protect their facilities and employees. It wasn't a big problem, though, because there didn't seem to be many real threats.

News from around the country and the world has changed our perception of facility safety. It isn't just the acts of terrorists. We've all seen stories of disgruntled employees and estranged spouses committing brutal acts of violence in workplaces. The Bureau of Labor Statistics reports that 417 of America's 4,836 workplace fatalities in 2015 were homicides.¹

It's not just violence, either. Facilities may be at risk for thefts and industrial espionage, or for damage from fires and disasters. Visitors to your facilities may be friendly, trustworthy folks—or they may be predatory sex offenders in search of opportunities. You may have the best burglar alarm system money can buy, yet you may be allowing the most dangerous people with bad intentions to walk right through your door.

Companies have a responsibility to protect their employees and assets from harm and losses, and that protection begins at the front gate or front door. More than ever, controlling access to facilities and job sites is a critical component of workplace safety.

WHAT IS FACILITY ACCESS?

A company should maintain control over access and egress from its facilities and job sites so that it can verify that the only people and vehicles that enter, spend time, and leave those facilities are supposed to be there. Whether those people are employees, vendors, or visitors, you need to have a way to ensure that their access to your site is

appropriate, and that they are only given access only to places they need to be.

That may seem obvious when it comes to visitors and vendors, but it's also important to consider employee access. Every worker doesn't need access to every corner of your facility. A laborer from your production floor may have a valid reason to visit your Human Resources department, but not your Accounting department. Similarly, there's no reason for your Accounts Receivable supervisor to wander among production machinery. Access control limits each person's access to the areas that are appropriate.

Speaking of visitors and vendors, do you know what happens after they enter your facility? At far too many sites, visitors and vendors have free rein once they pass the front gate or desk. The guy who refills the drink machines may be a nice guy, but he also may be rifling through purses and desk drawers or pocketing unattended tools. That charming saleswoman may secretly be taking photos of your engineering drawings and sharing them with your competitor. Walk through your facility and pay attention to how much proprietary information is tacked to bulletin boards or sitting on desks.

You should have an easily accessible record of every person who is entering your facility, where they are, what they're doing there, and when they leave. One reason is in case of an emergency. If there's a fire or

natural disaster, you'll want to be able to tell first responders who is in which area.

There are technology-based systems that can automate visitor and vendor management functions. One system available today will scan government-issued IDs such as driver's licenses, perform an immediate check of sex offender and other criminal history registries, and print a temporary ID badge complete with photograph. When the visitor leaves, a second scan records the time of departure. In an emergency, the company can immediately access a list of all visitors in the facility.

THREE FUNCTIONS OF ACCESS CONTROL

Effective access control involves three functions. The first is authenticating, which involves identifying the employee or visitor and verifying that he or she doesn't present a threat to your facility. The second is authorizing, which involves verifying that the individual has permission to enter the facility.

The final function is control, which involves determining which areas within the facility the individual is allowed to access, and what conditions may be placed upon that access. For example, does the individual need to be escorted while in the facility, and who is responsible for providing that escort?

Another aspect of control is rules regarding who can bring items into the facility and who is allowed to remove them. If a vendor is



leaving the facility with a computer, how can you verify that he has the authority to do so? You may want to have some kind of record-keeping system that tracks materials leaving your facilities in case questions arise.

ACCESS ISN'T LIMITED TO PEOPLE

We tend to think of facility access in terms of people on foot, but people also arrive and leave in vehicles. Whether that's an employee's personal car or a semi truck making a delivery, control of vehicles is an important component of facility access. There's the safety aspect, which involves minimizing the possibility of accidents and preventing traffic jams in and out of the facility. There's the security aspect, which concentrates on making sure that nobody can break into vehicles on your property (or steal from the vehicles themselves), as well as dealing with vehicles that shouldn't be on the property.

Vehicles can be used to bring materials in and out of your facility. Depending upon your needs for security, you may need to enact procedures to verify that those movements are allowed. This could involve anything from simply checking the driver's identification and paperwork to inspecting the contents of the vehicle.

If your facilities have proprietary information, you may also want to consider whether employees and/or visitors will be allowed to bring mobile devices such as

smartphones inside. Don't forget that smartphones double as cameras and audio and video recording devices, giving someone an easy way to capture confidential or sensitive information.

STRATEGIES FOR ACCESS CONTROL

Access control begins with a policy that defines your company's objectives and spells out its procedures. To put that policy into action, you may use a variety of strategies and devices, including these:

- **Doors and locks.** The most basic protection is doors that lock. Only people who are authorized to unlock the doors are issued keys, or more commonly today, electronic keycards that provide a record of who unlocked which door at what time. An advantage of keycard systems is that access can be tailored to the specific needs of each employee.
- **Badge systems.** Identification badges are an excellent solution, particularly for larger work sites where workers may not all know each other. Some keycard access systems double as identification badges. Biometric systems that use fingerprint or retinal data are becoming more widely available.
- **Fences and gates.** The time-honored practice of enclosing facilities in fences and controlling access through manned or electronic gates can dissuade potential trespassers or thieves. However, it's still

possible to climb over many types of fences, so this strategy is best used in conjunction with security cameras or regular patrols.

- **Security guards.** In addition to performing access control duties and being able to patrol facilities, security guards can provide both a deterrent to people considering criminal actions and a sense of safety for workers within the facility.

ACCESS CONTROL IS AN ATTITUDE

Like most other aspects of safety, facility access control begins with a philosophy that says you want your workers and facilities to be safe, and that you expect everyone to play a role in ensuring that safety.

Some people dismiss access control as a form of paranoia. It's anything but paranoid. An effective facility access plan simply acknowledges the importance you place on protecting the people who work for you and the places where they work.

The Safety Management Group is a nationally recognized professional service organization that provides workplace safety consulting, training, staffing, program planning, and implementation. Visit them online at www.safetymanagementgroup.com.

1. Census of Fatal Occupational Injuries Summary, 2015, bls.gov/news.release/cfoi.nro.htm.

The Boomerang Trend Continues

BY MICHAEL HABERMAN

One of the big trends in employment for 2017 and beyond is the boomerang employee. As tenures of employees working at a particular company get shorter, companies are apparently finding it more acceptable to rehire them. According to research by Dan Schawbel, just a few short years ago over half of U.S. companies had a policy against rehiring employees who had left. Today 76 percent of companies think it is a good idea, and Schawbel doesn't see this slowing down.¹

MILLENNIALS ARE MORE LIKELY TO COME BACK

Apparently many millennials, when they don't progress as rapidly as they desire, move relatively quickly compared to other generations. However, often they find that the grass is not as green as they expected and come back to the company they left. Companies see this as a good deal in general because it takes less time to make them productive than it does with a new employee. Plus, they also know the culture already, so there is a match there as well.

PROVIDES COMPETITION TO JOB SEEKERS

Boomerang employees have an inside track when it comes to getting jobs. They get up to speed faster, know the culture, and may be a bit humbler than never-before-hired employees. It is wise money for companies to hire returning employees who left for non-performance reasons. They are a known entity, and thus there is less risk associated with hiring them. That makes it tough to compete against them.

If your company does not rehire employees, you are potentially missing out on a good source of talent. If you are competing against a boomerang candidate try to find out where he or she is coming from and go to work there.

Michael Haberman is cofounder and senior HR consultant of Omega HR Solutions, Inc., which offers compliance reviews, wage and hour guidance, supervisory and managerial training, strategic guidance, executive advisement, and more. He also contributes articles to the Blogging4Jobs website. He can be reached at mhaberman@omegahrsolutions.com.

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Unemployment Insurance Claims: 3 Key Items to Include in Your Attendance Policy

BY MICHAEL MCPHERSON

As an employer, you need an attendance policy to protect you against absenteeism issues. A clearly written policy helps employees understand what is expected of them, whether they are running late, catch a cold or simply want to take a vacation.

Your attendance policy is also your best defense when protesting an unemployment insurance claim. Absenteeism issues are some of the hardest to protest when it comes to unemployment insurance. To give your company the best chance of winning its protest, you need to include three key items in your attendance policy:

DETAILED DESCRIPTIONS OF DEFINITIONS AND ACTIONS TO BE TAKEN.

Don't be vague about any definitions in your attendance policy or about any actions your employees need to take to inform you about absences. Make the consequences of absences crystal clear as well. Though you might think creating a vague policy gives you more room to make decisions about individual employees, it also opens up the door for abusing the attendance policy. Having this latitude to unjustly use the policy against employees makes you unlikely to win any UI protests related to absenteeism.

FOCUS ON THE ACTIONS YOUR EMPLOYEES SHOULD TAKE

Give clear directions to employees about how and when they need to notify you of an absence or tardiness. In a protest, if you can demonstrate that an employee failed to properly notify you, you have a better chance of winning, especially if the employee tries to claim that the absence was beyond their control due to sickness, car problems, or other factors. No matter what causes the absence or tardiness, your employee has a responsibility to inform you; not carrying out this responsibility is what led you to let them go.

SET EXTREMELY SPECIFIC RULES FOR YOUR NO CALL/NO SHOW POLICY.

Many employers lose attendance-related protests because they treat no call/no shows like any other absence in their attendance policy. You need to set clear, specific rules about these absences. Define them as when an employee does not come to work nor call to notify the employer of the absence. Be sure your policy states that this absence is a voluntary quit.

While absenteeism protests can be frustrating for employers, a clear, detailed, and focused attendance policy can help reduce the headache of protesting these UI cases. Use the tips from above to improve your chances of winning these cases and lowering your UI costs.

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Attendance Policy

Tips for Building Respect with Difficult People

BY DAVID STURT AND TODD NORDSTROM

At a recent leader training, we asked a room full of CEOs, HR leaders, small business owners, and mid-level managers, “Who here has a difficult team member with whom they feel they just can’t build respect?” Across the room, hands shot into the air. Every single person in the room was exasperated, frustrated, and tired of trying to find a solution to the common problem of difficult people.

Teams in every industry have at least one member who doesn’t connect with others in a respectful, trusting way. These coworkers (described by one of the training attendees as “impossible”) drag down productivity, slow innovation, and suppress team results. Plus, they just seem to ruin everyone’s day.

So what can owners and managers do about these problem people? Follow these steps to lay the groundwork for interactions that make it possible to build respect with even the most difficult people at work.

CONSIDER THEIR PERSPECTIVE

People aren’t difficult by default (though it can certainly seem that way when they’re butting heads with their managers or colleagues). All difficult coworkers were, at some point, specifically chosen for their current roles because they possessed the skills and personality to get things done, and when they first started in those positions, they probably fit in well with their teams. If a worker no longer embodies those traits, try to find out why. Have his or her responsibilities changed? Is he or she struggling with work-life balance or irritated by a new coworker? An open, honest conversation about where the difficulties lie may be a challenging discussion to have, but it’s the necessary first step toward addressing them.

TRUST THEM FIRST

Managers who want to build respect with someone must first build trust, because without that trust a difficult person will challenge his or her managers at every level. So give employees the benefit of the doubt and trust them first. You may have the authority to manage someone’s actions; however, no matter what your position in the organization, you cannot manage attitudes; but you can influence them. Live up to the promises you make to them. Do what you said you’d do. This will build trust, as everyone around you will believe in your word and see that you expect the same from them. Trusting them to do the same will increase both respect and results.

FOCUS ON THE POSITIVE

As you’re working to build trust and respect, one thing you cannot forget is to deliver positive feedback in the form of appreciation. Look specifically at areas where your difficult team member is trying to improve, and recognize them in front of the team. And for an extra confidence (and respect) boost, ask them what they think their best trait at work is, and recognize that, too. It’s key to show them that their unique contributions really matter. Appreciate them vocally when they do something great, and they’ll realize how important they are to the team. There’s no better way to build respect than to show that the team—and company—values your employee.

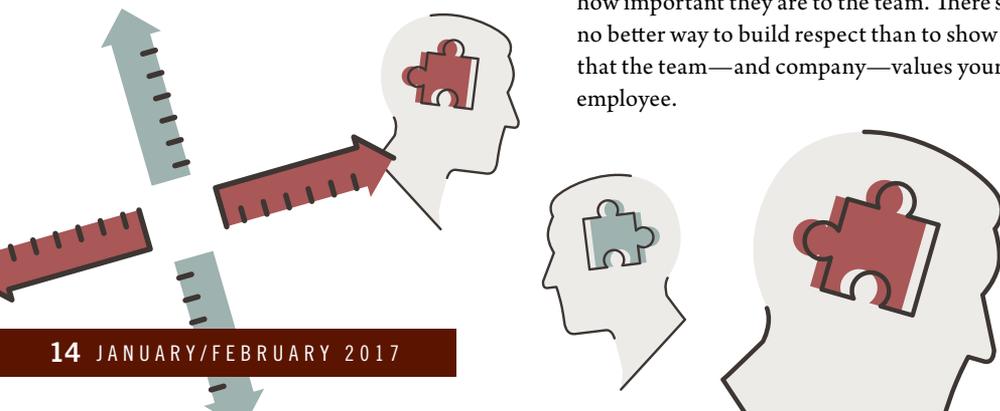
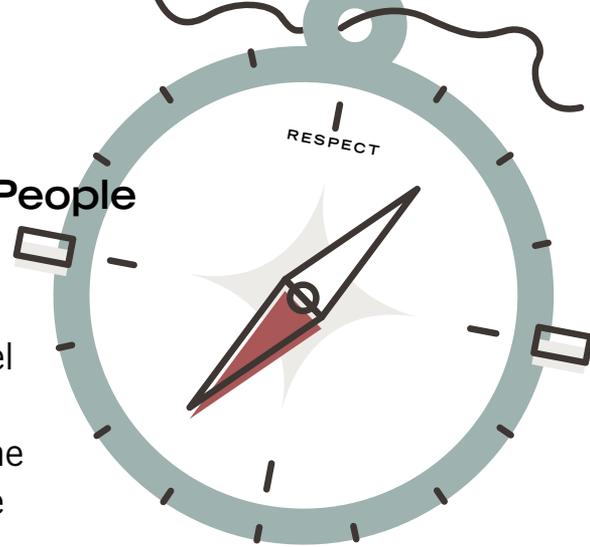
SHIFT YOUR PERSPECTIVE

The bottom line on respect? It’s reciprocal. If you treat someone respectfully, their opinion of you will improve, too. So instead of labeling that difficult team member as “impossible,” shift your perspective. Think of them as an integral part of the team—maybe the only person on your team who’s willing to challenge every idea, every procedure, and every project. Making that mental shift will change how you speak with them, look at them, and listen to their feedback.

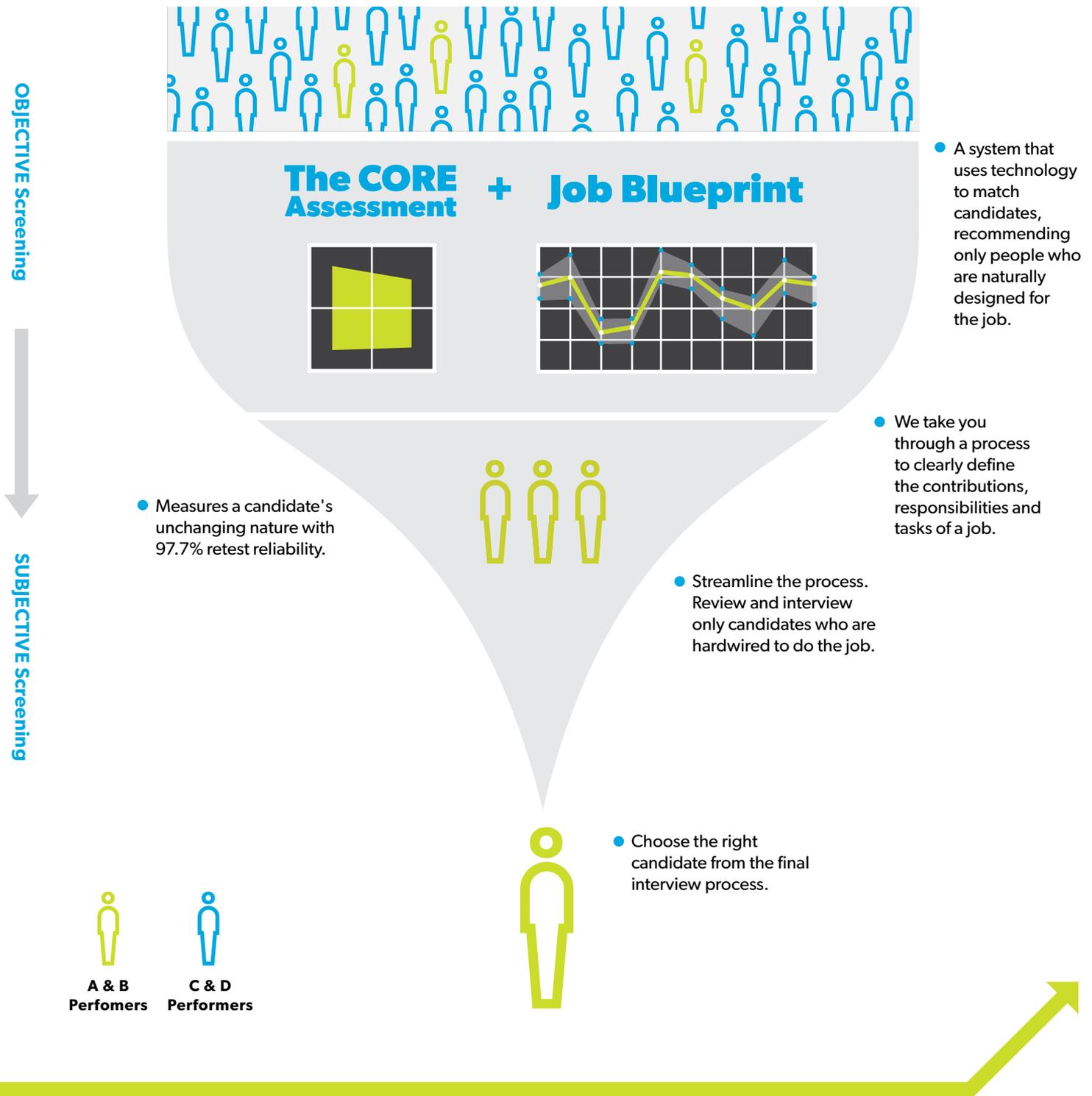
As we finished the leader training, attendees stood up and began chatting. We overheard one leader say to another, “I wish I’d known this sooner. We just let go of a guy who had great potential, but we could never make that connection with him. He didn’t respect the work he was doing or his immediate manager. But we didn’t know how to respond, so after a few hard months, we cut ties. And now I think we should’ve tried harder to make things right.”

That’s the truth—you can make things right and build respect with a difficult team member. Follow the steps above and be patient. It may not be quick or easy, but it will be worth it. Just think...your least favorite people today just might become your favorite in the future. We’ve seen it happen.

David Sturt is the executive vice president of marketing and development at the O.C. Tanner Institute and the author of *Great Work: How to Make a Difference People Love*. Todd Nordstrom is the director of institute content at the O.C. Tanner Institute. Throughout his career he has been a driving force and voice of business publishing and management sciences, reaching millions of readers in print and online.



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