THE RESOURCE

VOL. IX, ISSUE II

HR INSIGHTS Magazine

from the eyes of industry leaders

HOW TO DRIVE

Talent Acquisition through Strategic Workforce Planning

IN THIS ISSUE »

Your Consulting RESOURCE

The Resource has recently launched a new division of the business, ***Your Consulting Resource*** - to help with Human Resources and "people issues" that you may be experiencing. We'd like to support you in addressing your challenges so that you can focus on making your business most successful. In gathering feedback from our clients, it seems that turnover & retention are definite pain points in this tight labor market.

Consider these statistics:

- According to Gallup, 51% of U.S. employees say they are actively looking for a new job or watching for openings.
- Further, 52% of voluntarily exiting employees said their manager or organization could have done something to prevent them from leaving.

Your Consulting Resource can help you maximize retention of your valued employees. We can serve as a confidential third party to identify employee pain points. This can be done through employee focus groups, stay interviews, or surveys. Once pain points are identified, we'll facilitate development and execution of an action plan. We can also assist with aligning your leadership team, promoting your improvements, and establishing a continuous two-way feedback loop.

In addition to retaining your valued employees, you want them to be engaged! Engaged employees are willing to go above and beyond what is expected of them. They're committed. They drive innovation. They work harder, perform better, and help others. Research has shown, time and again, that engaged workforces significantly outperform those that are not engaged. Yet, according to Gallup, only 34% of employees report being engaged in their jobs – which means more turnover and lack of retention. Furthermore, 13% are actively disengaged, which means they are not committed and generally unhappy (and they don't hesitate to share that unhappiness with others). In addition, actively disengaged employees undermine what their engaged coworkers accomplish, infecting *up to seven* other people. The remainder of the population is in the middle, and provide a great opportunity to move the needle on engagement - if you can create the right environment.

Your Consulting Resource has lots of tools and resources that can help you implement strategies to address important pillars of engagement - such as onboarding, employee recognition, two-way feedback, leadership, empowerment, teamwork, career growth, and more! Feel free to contact me for a FREE consult or coaching session.

Stay tuned! Future issues of this magazine will contain more information about other CONSULTING SERVICES that we can provide.

THE RESOURCE

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Leslie has 30 years of experience in all areas of the Human Resources field. She has worked in the Manufacturing, Healthcare, Service, and Technology industries. Leslie has a Masters Degree in Organizational Psychology as well as senior HR certifications through HRCI and SHRM. She is also Certified Professional Coach.

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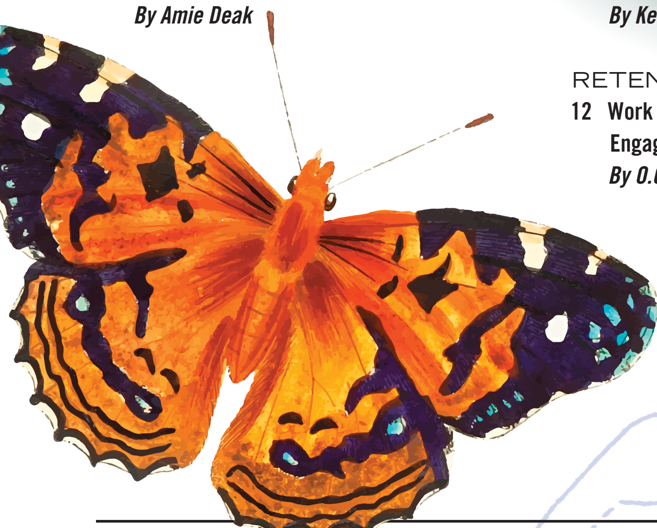
COVER STORY



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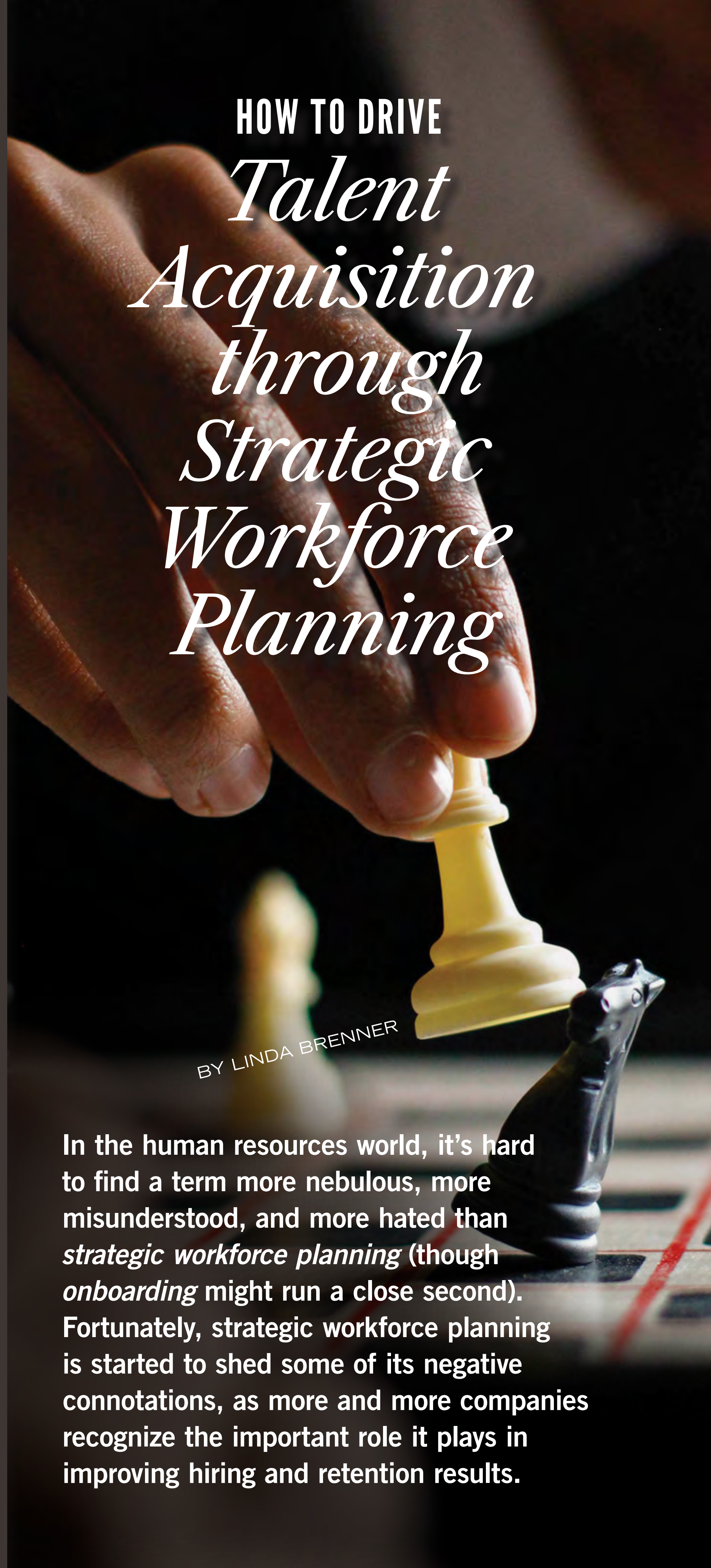

HOW TO DRIVE *Talent Acquisition through Strategic Workforce Planning*

BY LINDA BRENNER

In the human resources world, it's hard to find a term more nebulous, more misunderstood, and more hated than *strategic workforce planning* (though *onboarding* might run a close second). Fortunately, strategic workforce planning is started to shed some of its negative connotations, as more and more companies recognize the important role it plays in improving hiring and retention results.

Photo by Mesh on Unsplash

In any effort, the absence of a concrete goal makes it impossible to achieve desired results. Nonetheless, talent acquisition (TA) teams frequently work without clear goals (for example, recruiters often say that their priorities are "to fill jobs fast" and "to keep hiring managers happy"). This ambiguity is complicated by the fact that hiring priorities are difficult to identify.

As it relates to talent acquisition, strategic workforce planning (SWP) identifies future hiring needs and priorities aligned to business strategy. But achieving that goal is easier said than done, because the different parties involved often have different agendas and preferences. In many organizations senior leaders vie for top priority for their own needs, for example, or they have different opinions about which roles are most urgent to fill (with some prioritizing the most frequently hired roles and others placing the highest value on those roles closest to the customers).

Because these debates often lie outside the purview of the talent acquisition team, the absence of strategic TA representation means that conversations—and decisions—about hiring priorities and workforce strategy can lose steam and fall off the HR planning agenda. But unless different groups in the organization can agree on TA priorities and decisions, no TA strategy can be completely successful.

HOW TALENT DRIVES BUSINESS VALUE

Markets set a company's business value based on reasonable projections of future cash flow driven by asset performance. There are two types of assets to consider. The first type comprises tangible assets (equipment, buildings, trucks, etc.), all of which companies report in their financial documents. The second type includes intangible assets (brands, customer relationships, IP, proprietary technology, etc.), none of which companies report (unless they sell or acquire another company). Nearly 90 percent of the value of the average company is attributable to intangible assets created solely by its people.[1] An organization's human capital creates intellectual capital, intangible assets that can be thought of as the valuable accumulations of employees' intellectual output over time.

To measure the value of SWP and talent acquisition investments in an organization, one must first understand how value is created (and will be created) within that specific business. For public companies, a review of public documents (such as investor presentations and 10-Ks) provides a solid baseline understanding. For example, it is easy to determine that in a company such as Raytheon, a relatively small team of engineers creates the greatest amount of the organization's business value. Brand managers and product innovation professionals lead the way at Coca-Cola and Proctor & Gamble. And at a pharmaceutical firm such as Merck, the R&D department creates value by developing patentable new drugs.

Great hires in a business's key asset-creation areas will result in huge gains in business value. Poor hires, on the other hand, will create great risk. For this reason alone, strategic workforce planning is essential to determining the most critical roles in the organization. Only through SWP can organizations identify talent acquisition priorities, establish goals, and effectively deploy resources

HOW TO DEVELOP A STRATEGIC AND TARGETED WORKFORCE PLANNING PROCESS

Efforts to build workforce plans across entire swaths of the business (by level, by geography, etc.) are typically too unwieldy to enable concrete, actionable priorities and next steps. Given the importance of critical roles in an organization, starting with a very narrow targeted role or functional vertical (for example, research, data analytics, merchandising, or brand management) and creating a strategy from there is the key to successful planning:

1. Using the methodology described above, build a case for identifying the roles and skills that are most essential to creating future business value for the organization. Meet with several key business, talent management, and HR leaders to get their understanding and buy in. Discussions should cover both the need for prioritizing workforce planning efforts and the reasons why this particular group of jobs and skills was identified as key.
2. For this group of roles or functional area, collect the following information:
   —One or two years of hiring, attrition, and internal movement data, sorted by role or by employee
   —Organizational charts
   —Business plans (both short term and long term) for the function
3. Analyze the data and prepare materials for a half-day workshop with the senior leader and his or her direct reports.
4. Conduct the half-day workshop with the leadership team:
   —Present an overview of the session's goals (specifically, workforce planning and strategic priorities and plans for talent acquisition).
   —Review the team's hiring and attrition trends for the previous one or two years.
   —Get the team's input on specific replacement and new hiring needs and plans for the next six to twelve months.
   —Taking into consideration business goals and scenario planning, discuss and capture known high-level hiring needs beyond one year.
   —Facilitate a discussion about the criticality of the roles (or groups of roles) and the availability of talent in the marketplace for the skills required.
5. After the workshop, summarize and present the group's results and identify talent priorities, estimated numbers, timing, and provisional approaches.
6. Develop the talent acquisition strategy required to find, attract, and win people to fill the identified roles, beginning with the roles deemed most critical and requiring the scarcest skills available in the marketplace.
7. Set talent acquisition goals (e.g., speed, cost, quality, diversity) and targets by sourcing channel, then align resources to execute plans to secure the future workforce.

By prioritizing the most essential skills, workforce planning efforts deliver the most important information and action steps to key business areas first. From this starting point, one can methodically move on to other functional areas.

THE RESULTS

This method of targeted and strategic workforce planning will yield numerous, concrete results:

- Alignment among senior leaders and key stakeholders regarding workforce planning and talent acquisition priorities
- Lists of specific hiring plans and priorities to revisit and update on a quarterly basis following the working session
- Assessment, by business leaders, of the criticality and availability of skills for their predicted openings
- Prioritized, data-driven, TA forecasts and plans for the specific functional area
- Goals, tactics, and measures of success for the TA team for these targeted roles

Success in hiring cannot be achieved without clearly articulated aims. Organizations that want to improve their hiring need to define goals that are business-based, accurate, measurable, and value-added. The only way to accomplish that is through targeted and strategic workforce planning. ■

Linda Brenner is the managing director and founder of Talent Growth Advisors. She has built a team of finance, HR, talent acquisition, talent management, marketing, and operations experts with wildly diverse backgrounds and one thing in common: exceptional problem-solving skills. Brenner can be reached at linda@talentgrowthadvisors.com.

1. Talent Growth Advisors. undated. "Intellectual Capital Index." Talent Growth Advisors website, talentgrowthadvisors.com/our-big-idea/ici.

Kaizen: A Method for Continuous Improvement in HR

BY ASHLEY WILSON

Today, all businesses are under immense pressure to improve their efficiency and communication and to ensure continuous improvement within the organization. Situated at the company's center, the human resources department connects all employees at all phases of their time with the company: HR welcomes new employees, liaises with them during promotions, and conducts exit interviews right before they leave. This centrality means that, simply through its usual operations, HR has the power to change the culture of an entire organization. For that reason, many strong HR teams have adapted kaizen as a guiding philosophy.

WHAT IS KAIZEN?

Named after the Japanese word for improvement, kaizen is "a business management system or philosophy aimed at producing ongoing incremental improvements throughout an organization, especially in quality and efficiency."[1] By emphasizing continuous improvement, seemingly small changes build up over time and (hopefully) lead to major improvements in the long term.

Kaizen arose in postwar Japan and has since been applied to the world of business and has driven countless success stories. For example, the founder of Toyota, Eiji Toyoda, was so inspired by Henry Ford's philosophy of always encouraging workers to share their ideas for improvement that he adopted that approach in the renowned Toyota Production System.

Kaizen offers an alternative approach to "old school" methods, which seek to improve results by implementing either a radical change overnight or top-down strategies. Under the old strategies, improvements don't necessarily arise from the proposed change. The result is both more waste and frustrated employees—neither of which is desirable. Owners who care about their businesses and their employees need to implement changes that increase profits while also benefiting all people.

HOW KAIZEN BENEFITS HR

HR units can use kaizen to achieve numerous goals. For example, kaizen can help an organization become more efficient, have better communication (both internally and externally), develop and implement an effective performance evaluation system, and improve the quality of resources available for recruitment. But there are a few areas in which kaizen can have an especially strong impact.

COST REDUCTIONS

Kaizen can be particularly effective on the bottom line. For example, in one organization, a single "kaizen event in one work cell resulted in a 100 percent increase in work cell throughput and a $750,000 inventory reduction."[2] That's just one case, of course, but such positive effects are typical when kaizen is involved. By improving human productivity, implementing technology solutions where staffing isn't necessary, and driving performance management systems, kaizen can lower staff costs. Recruitment costs can drop when HR implements processes that eliminate wasted time and effort and doubles down on the most efficient ways of recruiting. At the same time, using kaizen for onboarding and training programs can cut training costs. And a kaizen-based approach to travel, accommodation, cleaning, printing, and other administrative areas can reduce those costs as well.

BETTER LEADERS

Kaizen empowers all employees to take on leadership roles and cultivate positive change and improvements within their own teams. Their input on what they think can be improved—and how to do so—is actively encouraged, and once a plan is implemented they can measure its effectiveness. Giving employees this responsibility helps them to develop the valuable leadership skills needed to advance in the organization and become effective leaders.

IMPROVED TEAM SPIRIT

Kaizen raises team morale by bringing cross sections of the company together, solving current problems or stressors, creating new approaches to difficult challenges, improving communication, and empowering employees. Such initiatives help employees feel more emotionally invested in the organization's success, thus reducing turnover (and saving the company precious time and resources).

INCREASED CUSTOMER SATISFACTION

When kaizen improves an organization's day-to-day operations, those changes benefit not only employees but also customers. At the Hospital Samaritano in São Paulo, Brazil, for example, kaizen focused on several specific areas ("reduce administrative time of authorization process; improve productivity of authorization unit and call center; structure authorization unit and call center to support long-term growth; smooth interfaces") produced a significant rise in customer satisfaction.[3]

When implemented correctly, the kaizen approach of continuous improvement is an invaluable tool that can yield positive results across many industries. By using one seemingly small change as a starting point and building on it each day, even the most dysfunctional organization can reap the benefits of kaizen. ■

Ashley Wilson is a content creator who writes about business and technology. She can be reached via Twitter at @ashleygwilson.

1. "kaizen." 2020. *The American Heritage Dictionary of the English Language.*
2. Wisconsin Manufacturing Extension Partnership. 2010. "Success Story: DeCrane Aircraft Seating Company." Wisconsin Manufacturing Extension Partnership website, April, www.wmep.org/wp-content/uploads/2015/03/DeCraneSuccessNEWDESIGN_0.pdf.
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IMPROVING THE Employee Experience of HR Transformation

BY AMIE DEAK

The description of every big HR transformation includes one big, scary, experience-upending word: *change*. Transformation changes work for everyone—not just HR people but every other employee, too. And few things are more stressful for employees than change, whether it takes the form of the implementation of new software, the introduction of new processes to learn, or the development of a reworked company organizational chart.

And although it's easy for HR leaders (and the vendors who sell to them) to focus on the end product (a shiny, new way of doing things!), it's also important to think about how to reach that goal. What is the messy, emotional process employees will go through to get to the other side of the HR transformation? And how can organizations be sure they're thinking about the employee experience when planning major HR changes?

PREPARE FOR THE HUMAN SIDE OF CHANGE

Change is always more difficult than anyone expects. If change were as simple as reprogramming an algorithm, then people would embrace it all the time. But change doesn't work that way. And people are complicated: they're not robots but creatures of habit, and their behaviors can not be created or eliminated with a push of a button.

For example, consider marriage. Obviously, it's a big life change that endures well beyond the actual wedding day. Even when people have plenty of time to prepare for it (which is usually the case), marriage still creates anxiety because there are so many variables to consider. On their wedding day people want everything to be perfect; they worry about the weather, whether their families will get along, and if they will remember their vows. But marriage ecompasses far more than the wedding day. It also involves figuring out how to live together as a couple, adjusting daily routines and expectations, and learning how to communicate and work together as partners.

In other words, change has a human element. Because so many external factors affect human experience, companies that are considering change need to think not just about the end result but about their organizational culture as well:

- What are the current attitudes and beliefs about change?
- How will these emotional factors affect the change process?

It is critical to assess how teams feel about proposed changes, to explore their perceived obstacles to change, and to determine the organization's overall readiness for change. People need time to process information in digestible chunks, they need to feel safe to disclose how they really feel about an impending change, and they deserve to be supported throughout the entire process. By starting culturally where employees are, HR can be deliberate and intentional about building a plan that provides the communication and support they need throughout the process.

FIND A CHANGE CHAMPION

No matter how well intentioned a change is, it will affect employees in some capacity. There may be confusion about the implementation of even a small change, for example. The introduction of a new process may lead to frustration. And even more frustration may result when employees do not know where or how to voice their concerns.

Photo by Mesh on Unsplash

To counter these bad feelings, create a liaison between employees and management—a change management champion—to carry the banner for change and give voice to employees' concerns. Having someone in this role from the beginning will make the process easier and more focused for all involved and help the company earn the trust it needs to carry out change successfully.

Designating change management champions will also ensure that management has a clear and consistent process for communicating about the change. Although it's up to the executive team to determine the overall message, the next level of leaders will need to communicate that information to their own domains, with the message tailored for the needs of each department or team.

DEVELOP TWO-WAY COMMUNICATION

One of the most immediate ways to improve employee engagement is to make sure employees feel that they have a voice—and that their voice matters—by finding ways to create effective two-way dialogue with them. During a major change, collaborate with change champions to figure out how to involve employees and go the extra mile to hear what they have to say. Pulse surveys can be enormously helpful to check the cultural temperature, but they may not be enough to capture the intelligence needed when making a big transformation.

One option to consider is a town hall meeting, which gives leaders a chance to engage with employees directly and to capture trends in attitudes, fears, and beliefs. Another useful tool, smaller group sessions, gives leaders opportunities to ask more granular questions about how change will affect employees at work. Regardless of the option used, send a power message of solidarity by communicating a summary of what employees say and how management plans to address their needs.

Most importantly, listen to what people have to say and be certain to communicate clearly. Communicating with consistency and clarity creates a culture of trust. The level of trust can improve how an employee experiences change, even when management's decision is unpopular.

When considering the next transformative project or shopping for the next big HR tech platform, keep "employee experience" top of mind. Focus on listening, preparing, and supporting employees through these changes. Be intentional about creating and investing in an organizational culture that embodies change. In order to transform HR for the better, management must work hand in hand with the employees that transformation will affect. ■

Amie Deak is an advisor at IA, which she joined after 20 years in the healthcare industry. She is a change agent with experience building programs, planning and executing key initiatives, managing complex stakeholder relationships, and transforming organizational culture. She can be reached at adeak@ia-hr.com.

WHY (AND HOW) TO Measure Quality OF HIRE

BY KELLY PETERS

With unemployment hitting historic lows, recruiters and hiring managers are under more pressure than ever to find the right people for open roles. As they prioritize maximizing efficiency and cutting costs, teams trying to meet the need for speed in hiring can rush the recruitment process. But this "find anyone" strategy ignores a key element of recruitment: candidate quality. Making a bad hire—someone who ends up being a poor performer—can cost a company thousands of dollars, not to mention losses in morale and productivity. Finding the right person means attracting an employee who will be able to contribute to the company's success. So how can an organization be sure it's hiring the right employees?

Meet the holy grail of recruiting metrics: quality of hire (QoH), the value a new hire adds to a company based on his or her contribution to its long-term success. Tracking QoH is key to building a recruitment process that attracts and retains top talent.

Measuring this metric can be tricky, however, because the results are shaped in large part by how an organization defines "quality." One survey of small- and mid-sized businesses across different industries yielded interesting findings about how some companies track their own QoH.

Only 64 percent of survey respondents said they currently measure the quality of their hires, whereas 36 percent don't track this metric at all.[1] Because they aren't measuring QoH, many hiring teams have no idea how their current recruitment process influences company success.

At the same time, most companies aren't getting a complete view of their candidates' quality. Tracking QoH is a process that should start as soon as candidates enter the recruitment funnel and continue throughout the employee life cycle. Yet only 20 percent of respondents said they're monitoring this metric at the earliest point of the recruitment process, before candidates are hired (and 58 percent of respondents said they start measuring QoH only at the 90-day mark!).

To most companies, the need to track posthire metrics (such as performance and productivity) is obvious. But they often don't realize that considering QoH *before* an offer is made is just as important. By using prehire metrics (such as assessment scores and engagement) to track QoH as soon as candidates enter the recruitment funnel and continuing throughout their employment, companies can achieve a comprehensive assessment of their hires.

Tracking QoH is key to a team's future success in recruitment. Here's how any organization can create and use its own formula to measure QoH:

1. Define quality: Talk with company leaders to define what employee success means to the organization. Which values and competencies do the leadership and the team as a whole prioritize? Make a comprehensive list of employee success criteria, then narrow it down to four or five key data points that include both prehire and posthire metrics (such as preemployment assessment scores, time to hire, ramp-up time, and productivity).

2. Quantify each criteria: Assign a value to each chosen criteria based on its importance to the organization. Select point values and weights for each item in order to calculate a comprehensive QoH score.

3. Establish a timeline and collect feedback: Once an employee has been on the job for anywhere between two and six months, send managers a survey to measure their impression of the new hire thus far. Have them rate the new hire according to certain criteria and point values. Pair these surveys with regular performance reviews that assess and rate the same criteria.

4. Track results to prove recruiting ROI: Track QoH scores throughout the employee life cycle. Review them monthly to start, using the individual scores to calculate an overall score. This calculation should be an average of the success criteria and should follow this formula:

$$\frac{\text{success criteria 1} + \text{success criteria 2} + \text{success criteria 3} + \text{success criteria 4}}{4}$$

SAMPLE CALCULATION

$$\frac{\text{preemployment assessment scores} + \text{time to hire} + \text{ramp-up time} + \text{productivity}}{4}$$

With a custom formula in hand, start tracking scores for each metric, for each employee, and for the organization as a whole. Use the results to identify trends in the company's recruitment process and to demonstrate its ROI to leadership.

When assessing these scores to glean the most actionable takeaways, considering the follow questions:

Individual piece of criteria

- Are there individual criteria that consistently score low? If so, are these prehire or posthire?
- Are there ways to adjust the process to target higher-scoring candidates in this area?

Individual employee

- Is this employee consistently missing the mark on certain criteria?
- Is this person's comprehensive QoH score trending significantly up or down?
- Can the organization provide this team member with resources to improve his or her score in certain areas?

Organization as a whole

- How has the company's QoH score changed over time, and what external factors may be affecting this?
- Are certain departments or teams scoring higher or lower than others? If so, how can the company adjust its recruitment practices to standardize overall QoH?
- Do certain stages in the process prompt lower scores?

Quality of hire is a critical metric for determining the success of a company's recruitment strategies, which in turn help shape the organization's long-term health and prosperity. Once a company truly understands this, it can develop and implement strategies for measuring—and improving—its quality of hire. ■

Kelly Peters is a communications and content manager at JazzHR (www.jazzhr.com), where they're on a mission to make recruiting and hiring easy, effective, and scalable no matter what growth looks like at your company. The Jazz Performer Platform doesn't just help your company grow, it can help your recruiting process grow up, putting you on the path to hiring "Performers Only."

1. JazzHR. 2019. "JazzHR SMB Recruiting Report." JazzHR website, December, info.jazzhr.com/rs/599-YTR-991/images/JazzHR-SMB-Recruiting-Report-Dec-2019.pdf.

Work Celebration Ideas to *Keep Employees Engaged*

BY O.C. TANNER

Birthdays, anniversaries, holidays—there's a reason everyone circles these events in their calendars every year. They help people commemorate significant life moments, mark milestones, and connect with the people they care about.

Special events can unite people not only in their personal lives but in their workplaces, too—especially when such events celebrate work accomplishments. When news of success spreads throughout an organization, employees feel more appreciated, which in turn makes them feel happier in their jobs (and therefore more productive and less likely to leave). Celebrating team anniversaries and milestones helps employees unite over their collaborative efforts—and reinforces how much those efforts contribute to the company's success.

However, it's extremely difficult to keep employees engaged if the company's celebrations remain the same year after year. Here are a few creative ways to breathe new life into office events and celebration activities.

TURN THE OFFICE PARTY INTO A FAMILY AFFAIR

All people want their loved ones to be proud of them, which is why it's great to let employees invite their friends and family to company anniversaries. If the weather's good, take the party outside with barbeque, ice cream cones, live entertainment, and a bouncy castle for the kids.

SPEND A THRILLING DAY AT AN AMUSEMENT PARK

Has the workplace felt sluggish lately? Inject some excitement into the work day by getting employees out of the office and onto a roller coaster. If the group is large enough, the organization can even rent out the entire park so everyone can enjoy a day of fun, food—and no lines.

DOCUMENT THE TEAM IN IMAGES

Hire an outside professional to take pictures and record videos of both significant and everyday moments in the office over the course of a year and combine them all into a video. Showcase this video at the team's annual anniversary celebration—then post it on social media so employees can share it.

GO ON A COMPANY-WIDE SCAVENGER HUNT

This activity is great for employees who like a little more action in their celebrations. Because they require minimal effort to create, picture-based hunts are especially easy to plan and execute. (Don't forget to allocate prizes for the winners!)

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GIVE AWAY CUSTOM MERCHANDISE

Who doesn't love getting free stuff? Design custom company merchandise (perhaps with a special anniversary logo and slogan) and present it to employees at the next significant celebration event.

HOST AN OFFICE AWARD CEREMONY

Create interesting award categories (such as "Most Years in Service" and "Best Meeting Notetaker"), then roll out the red carpet at a special event and present each winner with a custom award and prize package.

PLAN A COMPANY-WIDE POTLUCK

Encourage employees to bring dishes from their home states or countries, from their cultural heritages, or even from their childhoods. Sharing a meal can help people get to know each other better.

EXPLORE VIRTUAL REALITY

Give team members an unforgettable experience through virtual reality technology that lets them visit new worlds, compete in games, or go on fantastical adventures together. (Rent VR equipment for an afternoon in the office, or take everyone to a local VR venue.)

THROW A THEMED PARTY

Poll employees for theme ideas (favorite movies, books, or TV shows, for example), then throw an in-office party with decor, cuisine, costume contests, and trivia quizzes influenced by the one that gets the most votes.

ENJOY A NIGHT OUT ON THE TOWN

For a more off-the-cuff celebration, invite employees out for happy hour. Try some local dining hotspots, grab a few drinks, harmonize together at a karaoke bar, or enjoy a casual evening walk with the whole team.

TREAT EMPLOYEES TO AN ONSITE PERSONAL WELLNESS DAY

Survey employees about what activities they would enjoy for an in-office day of wellness. Possibilities might include an instructional lecture with breakfast, a massage at lunchtime, and a sundae bar and dance lessons in the evening!

PLAN A PARTY AROUND THE COMPANY'S MISSION

To help employees feel a sense of purpose within the organization, design a celebration around the unique achievements, awards, and activities that reflect and celebrate the company's mission.

VISIT AN ESCAPE ROOM TOGETHER

Solving puzzles together can help employees develop their skills as a team while having a great time. Some vendors can even bring portable escape rooms (in trailers) right to the office!

MOVE THE CELEBRATION OUTDOORS

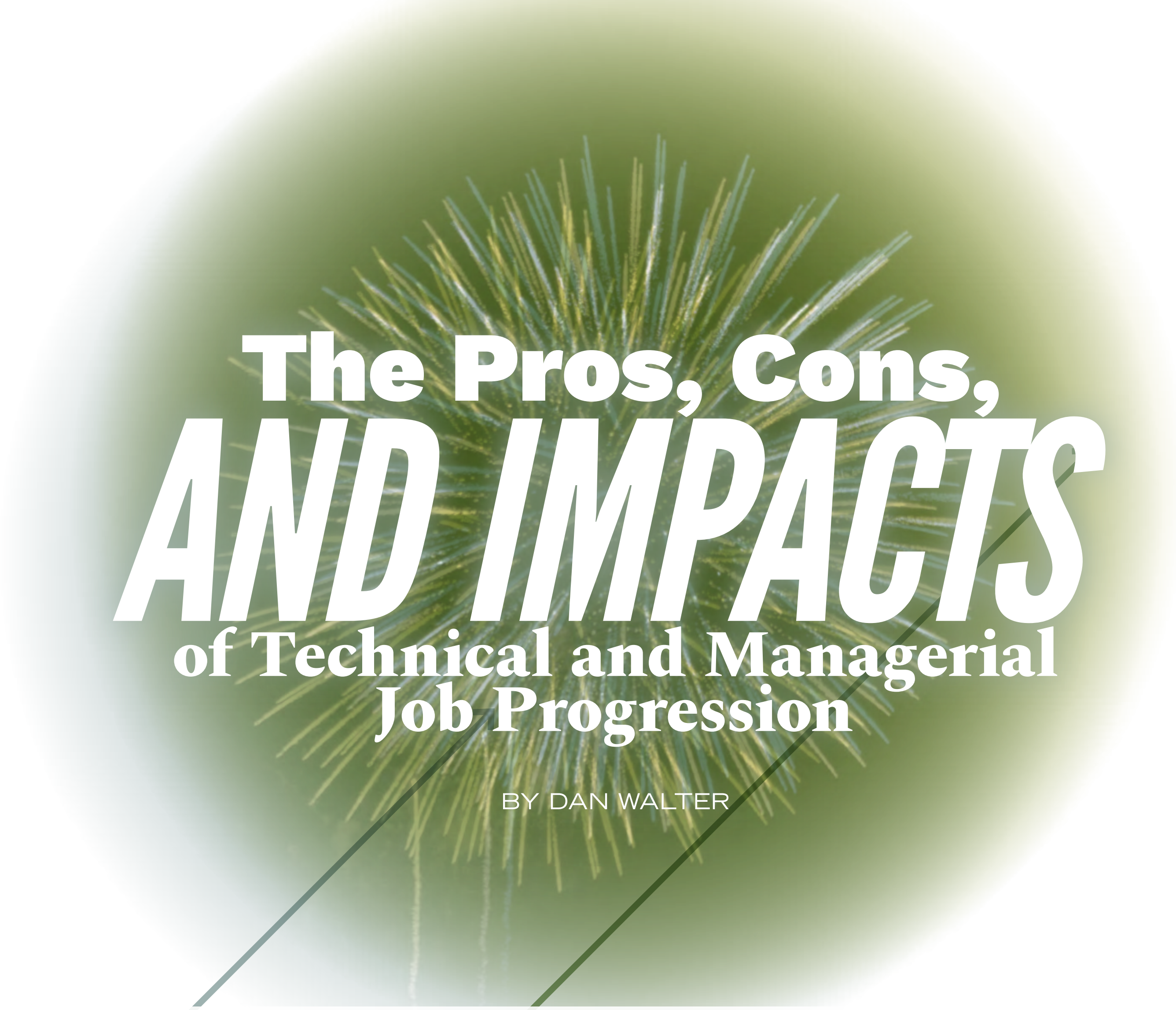
Celebrate team achievements by taking employees outside for some fresh air and invigorating activities. Visit an archery range, go rock climbing, tackle a paintball course, or try hatchet throwing—then wind down and relax afterward with a casual picnic.

HOST A PARTY FOR BOTH EMPLOYEES AND CLIENTS

It's always good to recognize employees in front of their coworkers, but thanking them in front of clients takes this recognition a step further. A party for both celebrates the team and introduces clients to the people who keep the company running.

When coming up with new plans to celebrate milestones, achievements, and anniversaries, it's always good to get feedback and ideas from the team. This lets them give input that directly influences the organization's culture—and ensures that the company always chooses the perfect ways to celebrate and unite its people. ■

O.C. Tanner helps organizations inspire and appreciate great work. Thousands of clients globally use its cloud-based technology, tools, and awards to provide meaningful recognition for their employees. Learn more at www.octanner.com.



The Pros, Cons, AND IMPACTS of Technical and Managerial Job Progression

BY DAN WALTER

Career progression has historically focused on providing growth for individual contributors and for managers. The pay for each path can vary according to several different criteria. For example, earning potential is linked to the individual's skills, talent, and performance; to the performance of his or her department; or to the company as a whole. Pay may also be linked to the size of the role, the number of staff reporting to an individual, and the job risk related to a manager's performance and to the performance of his or her reports.

Individual contributors generally have zero or very few direct reports. They may provide leadership or guidance through both words and action, but are seldom personally responsible for the growth, performance, decisions, or actions of anyone else. For many job families, the maximum earning potential for individual contributors is constrained by the broad availability of similarly skilled talent, the value the position delivers to the company, and the limited requirements for the position. For other job families, maximum earning potential can rival and even exceed that of someone on the managerial path.

Individual contributors with the highest earning potential include those whose jobs are the most difficult to fill, those with the most significant impact on departmental or company success, and those with the highest market demand for similar talent. Roles requiring advanced degrees often fall into this category, as do senior sales positions. These types of roles have limited budget control or financial planning, and reporting consists mainly of individual project-based results.

Managerial positions nearly always require direct reports or coreports. These individuals are responsible not only for their own performance but also for the performance of those who directly or indirectly report to them. Managers are often individuals who have good technical skills and even better people skills.

Managerial roles focus on controlling costs and increasing profits. They must create and execute on both strategic and tactical plans for growth through proper employment and motivation of people and assets. They must also understand and stay up to date on financial information they need to make adjustments and report to their superiors when necessary.

THE STRATEGIC CHALLENGE

Not every person can move from a technical or professional track to a managerial track —nor should that be everyone's goal. The very best individual performers can make generally equivalent income (and in some roles even greater sums of money) than similarly positioned managers. For this reason, many track changers are among the better performers—but not the highest performers—in their specialties. Such an employee may have better opportunities for advancement as a manager than as a potentially industry-leading or industry-changing specialized professional. Although the move to manager is generally communicated as a promotion, it is often a promotion in future potential rather than a promotion in current status and can result in what is essentially a lateral move regarding base pay. The challenge for the organization is to communicate the new role's potential for future growth in a way that clarifies expectations.

It is critical for the company to clearly define the management role, its expectations of a manager, and what it means to be a company leader. When the role doesn't come with a pay change or increase, the chief HR officer should anticipate—and be prepared to address—the questions and pushback that might come from a promoted employee.

Seizing the opportunity to shift to management signifies someone's willingness to climb the ladder in the long term. And so much depends on each individual's aspirational state of mind. Does someone prefer to be a leader of ideas or a leader of actions and people? Can that person advance further and influence more people? Do power or control motivate someone?

It is true that technicians and salespeople often outearn their bosses. But being a boss carries a certain level of reward and satisfaction in and of itself. And because a managerial role is the precursor to a potential executive role, the right candidate will eventually outearn the career path compensation opportunities he or she would have had as a strong technician. So the question is whether someone chooses to take the long view or the short view.

THE TACTICAL SOLUTION

When talent pools are especially restricted, the upper ranges of base pay for the best technical and professional roles can easily meet and exceed the pay levels of their associated managers. This can exacerbate the potential value of equity compensation that may be held from an earlier stage in the company's growth cycle. One tactical approach is to provide greater short-term incentive opportunities for those on the managerial track. By leveraging pay on company, group, and individual performance, these programs can offset the additional personnel accountability and financial responsibilities associated with the management track.

The addition of managing people and money is a clear advancement risk for anyone choosing the management track. A clearly communicated incentive for high performance conveys the company's understanding of the added impact of the new position. In the absence of a short-term incentive plan, a company may want to consider augmenting the long-term compensation for the individual. Long-term incentives, especially when linked to company-wide financial or stock price performance, show recognition of the managers' broader impact on company success. A properly designed and understood incentive plan can ensure that individuals understand the value of their new roles and that the company has both the time and focus to ensure that they are successful in them.

The new manager's success depends on regular communication and training. Even individuals who have the perfect personality and mindset to be managers will need training on how to best execute their new roles. The combination of training and incentives are the best way to deliver on the goals of both the individual and the company. ■

Dan Walter is a managing consultant at FutureSense (www.futuresense.com), where he specializes in the areas of executive, equity, and incentive compensation and general pay for Performance. He is the coauthor of *Everything You Do in Compensation Is Communication* and *The Decision Makers' Guide to Equity Compensation*.

The Importance of Transparency in Leadership

BY DARREN PERUCCI

When asked which work topics they care most about, most employees will rank transparency in their organization's leadership near the top of their lists. Yet one-third of the respondents to one recent survey said "their employer is not always honest and truthful with them."[1] These findings are unfortunate, because transparency in leadership can spark impressive results that benefit everyone in the organization.

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WHAT DOES IT MEAN TO LEAD WITH TRANSPARENCY?

Transparency in leadership means keeping employees in the loop, sharing the good and the bad (while not oversharing), and welcoming honest feedback from team members. There should be no unpleasant surprises, no concerns around uncertainty, and no wishy-washy behavior that may weaken a leader's reputation. Transparent leaders strive to practice what they preach, set crystal-clear expectations, and communicate effectively with every member of their teams.

Leading with transparency requires a willingness to be honest and open with employees, even if doing so makes the leader feel somewhat vulnerable. When employees can see and evaluate everything a leader does, it's essential that he or she leads the organization with integrity, in ways that are true to its values. In return, employees will give their loyalty and trust.

When someone leads with transparency, he or she sets a standard for the rest of the company to meet. The importance of transparency in leadership becomes more apparent as it fosters a workplace culture of open communication and accountable behavior for both employees and leaders.

THE BENEFITS OF TRANSPARENT LEADERSHIP

When a firm understands the importance of—and consistently implements—transparency in leadership, it can expect to see numerous benefits.

GREATER EMPLOYEE ADVOCACY

When choosing to be open and honest with employees, a leader can help them feel valued by inviting their feedback. By showing them how much the organization values their contributions and opinions, a leader builds a foundation of trust and loyalty that nurtures greater employee advocacy—which in turn helps to build the employer's brand.

At the same time, showing interest and appreciation can also humanize leaders, making them more relatable in the eyes of their teams. By presenting themselves as actual human beings (instead of as mysterious bosses hidden behind intimidating office doors), transparent leaders will earn greater understanding and support from their employees, who will then be more likely to accept negative news or open themselves up to constructive feedback if they feel they have a personal connection with their leaders.

WELL-MANAGED EXPECTATIONS

Withholding information often leads to misunderstandings and unmet expectations. Leading with transparency helps ensure that both employee expectations *and* employer expectations are appropriately set and fulfilled. With clear, open, and frequent communication, employees are less likely to make false assumptions about their jobs or their organizations.

IMPROVED EMPLOYEE PERFORMANCE

As greater transparency fosters greater employee advocacy, these highly engaged employees are more likely to achieve higher performance and productivity in their jobs.

HOW TO BE A MORE TRANSPARENT LEADER

Becoming a more transparent leader may require some thoughtful changes to one's managerial approach (and it will take some time for the benefits to spread throughout the organization), but the results will be well worth the effort.

- Establish a consistent policy for leaders to be transparent about business developments and decisions.
- Conduct regular meetings with the entire company, each department, and individuals to make sure that everyone is informed about new developments, that clear expectations have been set, and that every employee has the chance to stay in the loop.
- Encourage employees to give honest feedback about company policies and recent changes or announcements. (Consider using an employee satisfaction survey for gathering this data.)
- Adopt an open-door policy and ask team members in upper management to do the same.
- Take the time to get to know employees and meet with them one on one. Use this time to form personal connections with employees and express a commitment to transparency.

Understanding the importance of transparency in leadership is the first step toward achieving it. When leaders make a personal commitment to greater transparency and start working toward it immediately, they—and their organizations—are already well on their way to reaping its benefits. ■

Darren Perucci is a demand generation manager for BambooHR, where he loves finding new ways to reach new audiences and is passionate about delivering the best experience to readers. Visit them at www.bamboohr.com.

1. American Psychological Association. 2014. "Employee Distrust is Pervasive in U.S. Workforce." American Psychological Association website, April 23, www.apa.org/news/press/releases/2014/04/employee-distrust.

REPORT SUMMARY:
"THE DEATH OF THE TRADITIONAL PAYCHECK"

BY JOYCE MARONEY

The Workforce Institute at Kronos Incorporated recently released the results of a survey titled "The Death of the Traditional Paycheck, " which focused on "how immediate access to earned wages (i.e., on-demand pay) and financial wellness can support recruitment, retention, and a better employee experience."[1] The data revealed that the current paycheck system presents many challenges for workers, most of whom are ready for a change to the status quo.

MOST AMERICANS HAVE MONEY-RELATED DIFFICULTIES

For example, one recent study by the Federal Reserve on household financial stability found that a significant portion of the population would have trouble dealing with an unexpected $400 expense: 39 percent would be unable to cover it with funds on hand (or with a credit card paid off before interest is charged), "27 percent would borrow or sell something to pay for the expense, and 12 percent would not be able to cover the expense at all"; at the same time "another 12 percent of adults would be unable to pay their current month's bills if they also had an unexpected $400 expense that they had to pay."[2] Another troubling finding in the report is that "one-fifth of adults had major, unexpected medical bills to pay in the prior year [and] one-fourth of adults skipped necessary medical care in 2018 because they were unable to afford the cost."[3]

Such financial insecurity in employees' lives takes a toll on their businesses: "The Death of the Traditional Paycheck" indicated that 53 percent of Americans experience financial stress that interferes with their ability to do their work.[4] (At first glance that high number might seem to be an error. But the fact is that despite the overall growth of the U.S. economy in recent years, many Americans continue to struggle financially.) Age and parental status correlate to higher stress levels: younger employees (under age 45) are far more likely to see their work lives affected by this stress, as are employees who have children under the age of 18.

Nearly three-quarters of the respondents "want access to their wages before their pay day," yet only 6 percent have this option. Some want this access for discretionary spending, such as holiday gift shopping (10 percent) or off-the-clock social activities (11 percent). But most indicated a desire for "early access to earned wages to simply cover bills, especially emergency expenses such as a car repair (32 percent) or unplanned medical care (19 percent)."

In fact, some survey respondents were so interested in getting their wages sooner that a surprising number of them said they'd even pay for this access:

> The vast majority of hourly (75 percent) and salary (71 percent) workers would consider paying up to a $5 fee reasonable to access $50 of their wages before pay day. Nearly one in 10 (8 percent) workers would consider a staggering $50 fee reasonable to access $50 of their earned wages early, which could signal a desperation among some for safe and reliable access to their own money as an alternative to short-term pay day loans.

Most (70 percent) respondents believed that the traditional pay period that covers a 40-hour workweek over five consecutive days is "outdated." Not surprisingly, employees experiencing financial stressors are most likely to desire on-demand access to their pay. For example, at the $50,000/year threshold for household income, support for early access to wages jumps from 67 percent to 87 percent. And given the choice, 43 percent of employees would swap regularly scheduled pay days for the ability to retrieve their earnings on demand, with renters (51 percent) more likely than homeowners (39 percent) to choose this option.

FINANCIAL WELLNESS AS A DESIRED BENEFIT

Workers want their employers to help them with unexpected expenses, with 64 percent of them interested in short-term loans, early access to their wages, or other financial support from their employers. But workers want more than financial assistance: they want educational assistance as well. Specifically, 74 percent of respondents would rather "work for an employer that offers financial planning, budgeting, and automated savings tools over one that does not." This comes as no surprise to payroll expert Martin Armstrong, who says, "Employers have embraced the responsibility of offering physical wellness programs to employees, and as we welcome 2020 it's time they consider doing the same with financial wellness and on-demand pay."

Times are changing—and companies need to change with them. Considering that over half (57 percent) of the survey respondents say they value on-demand pay enough to put in extra time and effort at work to get it, organizations must start working toward meeting those needs if they want to stay competitive. ■

Joyce Maroney is the executive director of the Workforce Institute at Kronos Incorporated, a leading provider of workforce management and human capital management cloud solutions. She can be reached on Twitter at @WF_Institute.

1. The Workforce Institute. 2019. "The Death of the Traditional Paycheck? U.S. Workers Want Faster Access to Wages, Finds Workforce Institute at Kronos Survey." The Workforce Institute website, December 18, workforceinstitute.org/the-death-of-the-traditional-pay-check-u-s-workers-want-faster-access-to-wages-finds-workforce-institute-at-kronos-survey/.
2. Board of Governors of the Federal Reserve System. 2019. "Report on the Economic Well-Being of U.S. Households in 2018." Board of Governors of the Federal Reserve System website, May, www.federalreserve.gov/publications/files/2018-report-economic-well-being-us-households-201905.pdf.
3. Ibid.
4. These figures and all the subsequent ones in this article are from: The Workforce Institute. 2019.

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3 Ways to Build Healthy Employee–Manager Relationships

BY ANDREW TAYLOR

Everyone has to deal with various ups and downs in their work relationships. Sometimes the coworkers are great and the bosses are nightmares—or the other way around. When employees and managers work well together, though, those relationships can yield plenty of benefits for everyone involved (including the organization in general). For that reason, companies should prioritize building and nurturing healthy employee–manager relationships, starting with these three strategies.

CHALLENGE EACH OTHER

Employee engagement is usually talked about primarily as a pain point for managers. But being disengaged or essentially "checked out" for 40 or more hours each week sounds like a bad time for *anybody.* All people want to be engaged in what they're doing. Everyone needs to be challenged.

But not just any challenge will do. Burnout is a real thing, and employees want work that is challenging in a meaningful way, not just challenging because it's demanding. Meaningful work is certainly a driver of engagement, and people are willing to compromise a great deal to have it. In fact, one recent study found that "on average, employees will give up 23 percent of their total future lifetime earnings—nearly a quarter of their income—in exchange for work that is always meaningful."[1]

CELEBRATE WINS

When a team wins, the victory goes to everyone involved. But it's also important to recognize individuals for their contributions to that effort. Unfortunately, many people tend to shy away from taking credit for their accomplishments. Sometimes this is out of fear of being perceived as arrogant. Or perhaps they want to avoid taking attention from anyone else's hard work.

The need for employees to speak up on their own behalf diminishes, however, when they have a manager who makes it a point to highlight team members' unique contributions whenever possible. And that's one great way to strengthen employee–manager relationships: if people spend less time worrying about elevating themselves and instead put that energy into elevating those around them, *everyone* is lifted up and celebrated.

Not having to manage a personal brand with constant self-promotion can be amazingly freeing. When employees and managers do that for each other by highlighting each other's successes, that lifts a tremendous burden off everyone's shoulders—and suddenly gives them time to focus on the things that really matter.

TRUST EACH OTHER

If an organization wants people to care about their work, it must trust them to do that work by allowing them to take ownership of it. For certain types of work, rigid workflows are of course absolutely necessary. (For example, no one would want to drive a car that was built by an assembly line professional who took creative liberties in the production of that car.) But when that rigidity is imposed when it isn't required, it can restrict the development of trust.

People who are trusted enough to complete a project to the best of their abilities are likely to be more invested in producing the best possible results. When the trust between employees and the business is mutual, the business and its people take care of each other. That works on every level within an organization—and certainly in employee–manager relationships.

Keep in mind, though, that building trust does take time. An employee and manager who have worked as a team for years will likely have a much stronger degree of trust in their relationship than an employee and manager who have just started to work together. Employees who want to build trust in their work dynamic need to give their managers reasons to trust them, and managers need to do the same with their employees. In order to establish trust in an employee-manager relationship, it's important that all parties do their part—regardless of where they fall in the hierarchy.

By following these three strategies, employees and managers can strengthen the relationships they have with each other. By making each other feel challenged, celebrated, and trusted, they set the stage for increased engagement and productivity. ■

Andrew Taylor is the PR and marketing writer at Ultimate Software (ultimatesoftware.com), a leading provider of cloud-based HCM solutions, where he develops content that empowers organizations to achieve their human capital management (HCM) goals while putting their people first.

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Commonality and Employee Engagement

BY MARK SAWYIER

Photo by Sarandy Westfall on Unsplash

Susan and John are two coworkers who regularly cross paths in the office hallways but don't even know the other person's name. After John shares a photo of his cat on a company-wide digital community, the next time Susan sees him she says, "Oh! You posted that adorable cat photo the other day! You're John, right?" Suddenly two people who might otherwise have never traded two words are having a conversation!

Often criticized as nothing but a waste of time, sharing pet photos in the workplace is a social activity with the potential to connect colleagues and increase employee engagement. It's just one example of how people look for points of commonality when meeting new people and building new relationships. "Where are you from?" and "What do you do?" often figure among the things people say when meeting others for the first time. Such questions are designed to spark conversation around points of shared experience and interests.

In the absence of personalized experience with someone, people default to common interests as the basis for trust. Because trust is essential to an engaged workforce—and commonality is often where trust begins—companies that want to increase employee engagement need to recognize the importance of fostering commonality in the workplace.

Because digital communication offers a unique opportunity to build incremental units of trust throughout a very large number of people, it's a valuable tool for strengthening connections among members of a company. More so than live conversations (which have time and location limitations), digital communication increases the potential for employees to discover new commonality with one another, whether or not they already know each other. Susan and John won't necessarily become best friends because of a single cat photo. But they now have a point of commonality, which they can use to build personal connectivity and conversations on topics other than work.

In many large enterprise organizations, employees have a vast network of colleagues with whom they never interact. Rather than view this network as a negative, management should consider it an untapped market for future workplace relationships. By providing employee-led digital communities, an organization opens up previously unavailable avenues for building workplace relationships.

Thanks to the technology now available, it's increasingly possible for people to have digital relationships. A digital conversation on topics of mutual interest can lay the foundation for a better working relationship based on commonality. A single cat photo can help employees discover a new connection that grows into a relationship based on more than just a shared interest in cats or photography.

An employee resource group (ERG) is a great example of a space in which points of commonality can serve as sites for relationship building and increasing engagement. The standard ERG organization construct is usually based on commonalities such as gender or ethnicity, but other factors can be used instead (or added). Giving employees the ability to create their own, organic communities by grouping themselves around defined points of commonality (such as hobbies or other interests) can help prevent silos and echo chambers within the organization by enabling employees to discover similarities with people they might not otherwise think to interact with. By establishing and supporting those organic groups, the company can also help build meaningful experience-based trust among employees.

Many employees already connect with each other socially (for example, by text or social media) outside of the office. But by accepting the human desire to belong as part of the company culture and providing a place for employees to find points of commonality in the workplace, an organization can increase employee engagement. The more people have in common with each other, the more they trust each other, the better their work will be, and the more engaged they will be at their jobs. ■

Mark Sawyier is the cofounder and CEO of Bonfyre. He believes that people are any company's the most valuable asset and works to demonstrate how workplace culture influences organizational growth. He can be reached on Twitter at @marksawyier.

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What happens when my SHRM or HRCI certification expires?

BY JESSICA MILLER-MERRELL

Recruiting and HR professionals sometimes find it hard to keep track of the activities and learning sessions that support their SHRM or HRCI certifications, much less get their information submitted on time. If you let your certifications lapse (meaning you did not recertify within the deadline and grace periods), there are different rules for SHRM and HRCI for how to get your certification credentials back.

WHAT TO DO IF YOUR SHRM-SCP OR SHRM-CP HAS EXPIRED

In order to maintain your SHRM certification (which expires every three years), you must do one of the following:

- Earn 60 professional development credits (PDCs) within that period. PDCs can be earned in many ways, such as attending conferences and seminars, volunteering, and contributing resources to the advancement of the HR profession.
- Retake the certification exam.

As of August 1, 2019, the new recertification cycle for SHRM certification holders who recertify early will begin *the day after* they recertify. Their end date will continue to be on the last day of their birth month. SHRM certification holders who recertify with more than 60 PDCs in their account will be able to carry over up to 20 credits to their new cycle.

Should you fail to enter your PDCs into the SHRM certification portal by your recertification end date, you will have 60 days to do so before your credential expires. As of August 1, 2019, SHRM certification holders who are working toward recertification can earn PDCs for activities they participate in during that grace period.

In addition to the recertification application fee, a $50 nonrefundable late fee will be applied at the time of submission. Failure to complete recertification requirements within the appropriate timeframe will result in the revocation of your SHRM certification credential.

In short, once the post-expiration grace period has passed, there is no way to retroactively enter PDCs and recertify. At that point the only way to reactivate SHRM certification status is by retaking the test (which costs $100 for SHRM members and $150 for nonmembers). If you do not pass the exam, your credential will be removed and you will have to reapply to take the exam during a future exam window and pass it in order to become certified again. Additionally, you will not be able to pursue recertification through PDCs if you are unsuccessful in passing the exam for recertification.

WHAT TO DO IF YOUR HRCI CERTIFICATION HAS EXPIRED

All certifications from the HR Certification Institute (HRCI) are valid for three years. You are required to recertify every three years to maintain your credentials. There are two ways to obtain recertification:

- Accumulate and record HR-related continuing education activities.
- Take the exam again.

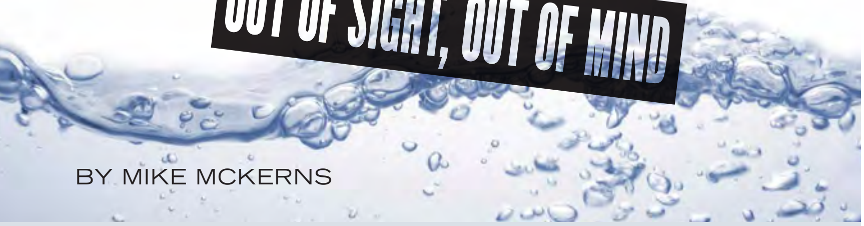
If your HRCI certification has expired, in order to get out of HRCI certification jail and keep your status you have to pay a fee and re-enter all the recertification credits you took.

HRCI gives you 12 months to recertify, with a $100 additional fee after your certification cycle ends. During this time, your credential is temporarily suspended until you submit your completed recertification application and payment. During this suspension period you may not use the designation, but you may earn recertification credit.

After completing a minimum of 60 HR-related recertification activities or continuing education programs, you may submit your application and payment for recertification to the HR Certification Institute.

Is it easier to recertify than to start the process all over again or to have to jump through special hoops to lift a suspension? Absolutely. But things happen, and sometimes credentials expire. Fortunately, when that happens, it's not the end of the world, and there are clear procedures for getting your credentials back in order! ■

Jessica Miller-Merrell is a workplace change agent focused on human resources and talent acquisition. Named to Haydn Shaughnessy's 2013 list of top 50 social media power influencers, she's the founder of Workology (formerly Blogging4Jobs). She can be contacted on Twitter at @jmillermerrell.



OUT OF SIGHT, OUT OF MIND

BY MIKE MCKERNS

HOW MANY OF YOUR EMPLOYEES WORK REMOTELY and spend very limited time (or perhaps no time at all) in the office? Technology has given us the ability to work at home, on a train, in a Starbucks, and even on a beach with near seamless connectivity to and integration with the corporate office. In fact, as I write this I'm sitting in my living room, with my feet propped up on the ottoman, a cup of coffee by my side, and a crackling fire in the woodstove.

After over a decade of working outside a traditional office setting, I would find it pretty tough to make the transition back to that environment. My workplace arrangement hasn't always been without challenges, though. When I first traded the traditional 9-to-5 office setting for my home office, I struggled with the lack of social interaction I had with my coworkers and sometimes felt out of the loop.

HR needs to pay more attention to—and work harder to eliminate (or at least mitigate)—the alienation that remote workers often experience. Employees who feel out of touch can become turnover risks. Also, when organizations have mostly an office-based work culture, remote employees can end up being forgotten and overlooked for projects and promotions.

To keep remote teams working at maximum efficiency and to keep them as integrated as possible into the organization, try some of the following strategies:

- **Assign a remote worker as a mentor for a new employee.** Not only does this help a remote employee feel more socially connected to the office, but it's also a great opportunity for her to share her knowledge and experience with a colleague.
- **Have weekly video meetings with remote team members.** Just because someone is far away doesn't mean there's no need for him to check in regularly with his manager.
- **Schedule quarterly, face-to-face meetings with remote workers.** In-person contact helps strengthen employee–manager relationships. And bringing remote workers into the office from time to time helps them and their colleagues touch base with each other.
- **Pick up the phone.** Text-based communication is notoriously bad at conveying nuance and tone. If you interact with your remote employees primarily via e-mail, chat, or other messaging, make it a point to have regular phone chats with them from time to time—particularly if there's a message that you think could be misinterpreted if delivered only via text.
- **Schedule overlaps**. Set schedules so that your remote workers' hours overlap with the hours of the office-based workers. This doesn't have to happen for every shift on every day, but it should be a frequent occurrence to keep those two colleague groups in touch with each other (and to help remote workers feel more like part of an active community).

When done well, remote work opportunities can be a win-win for everyone involved: the employee gets to shape his or her work environment, and the organization gets to keep a talented worker on board. Just remember, though, that even though they aren't in the office, remote workers are still part of the company. So be sure to make the extra effort to ensure that they feel that way. ■

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

Water: ©iStock.com/Grafissimo

RADISHES WITH BUTTER AND SALT

Temperatures are warming up, hibernators are emerging from their dens and burrows, and the hearty casseroles and rib-sticking stews of winter are making way for lighter fare. The first produce of spring is some of the tenderest and sweetest you'll find, so take advantage of this season's bounty to enjoy a special treat: radishes with butter and salt. This classic French dish is incredibly versatile: it works equally well as a side salad, an after-school snack, an hors d'ouevre, picnic fare, or a refreshing pick-me-up. Fresh, speedy, unfussy, and delicious—what more could you want?

YIELD: 6 servings
TIME: about 10 minutes

WHAT YOU'LL NEED:
½ lb fresh young radishes
1 baguette
6 Tb unsalted butter
flaky sea salt

Nutrition Facts
Amount per Serving

Calories:	244 cal
Fat:	100 g
Dietary fiber:	3.3 g
Sugars:	8.7 g
Protein:	4.5 g

DIRECTIONS
1. Trim and scrub the rashes, then slice them very thinly.
2. Cut the baguette lengthwise into two halves, then cut each half into three equally sized pieces.
3. Spread 1 Tb of the butter on each one side of each piece of bread.
4. Cover each buttered side of bread with overlapping layers of sliced radishes.
5. Sprinkle a generous pinch (or more) over the top of each radish-covered piece of bread. ■

Baguette: Rodolfo Marques / Unsplash Radish: Chris Barbalis / Unsplash Butter: Chanikarn Thongsupa / Rawpixel.com

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