Program: Working on Overtime: Preparing for Change: Complying with DOL’s Final Overtime Regulations

WHEN:
Tuesday, April 12th, 2016
11:00 – 11:30 Registration
11:30 – 12:00 Lunch & Announcements
12:00 – 2:00 Keynote Session **
*Note Extended Time

WHERE:
Country Inn & Suites—5353 N 27th Street, Lincoln, NE
Parking is FREE!

COST:
Program Registration Fee: LHRMA members—$20
All Other Attendees—$20
College Student Chapter Members—FREE (You must register with Jenessa Keiser, College Relations Chair)

MENU:  Taco & Nacho Bar, Dessert and Coffee/Tea/Soda

DEADLINE:  Register/cancel your registration by 12:00 noon, Friday, April 8th.

REMINDER:  There is a $10 fee for late registrations and for no-shows. This $10 fee is in addition to the regular registration fee. Please try your hardest to register on time, as late registrations and no-shows make it difficult on everyone involved.

About Our Program:
Working on Overtime:
Preparing for DOL’s Changes to the FLSA Overtime Regulations

On June 30, 2015, the U.S. Department of Labor (DOL) Wage & Hour Division proposed sweeping changes to the regulations that govern the white collar overtime exemptions. According to the DOL, the final regulations could come as early as Spring 2016. Please join Libby Henninger from Litter, for detailed guidance on the proposed regulations and practical steps on what employers can do now to prepare.

Libby also handles arbitration and mediation, conducts compliance audits relating to the FLSA and state wage and hour law, pay practices and employment procedures and provides compliance counseling for her clients, working daily with a former Department of Labor Wage and Hour Administrator.

(Continued on page 2)
Participants will take away:
· The latest on when the final regulations will be announced
· The substantive changes in the exemption standards proposed by the DOL
· What’s in play in terms of your current exempt employee classifications
· Practical considerations and tools for addressing these anticipated changes

About Our Speaker:
Libby Henninger advises and represents employers in a broad range of employment law matters arising under federal and state laws, including claims based on:
The Fair Labor Standards Act
The Family and Medical Leave Act
The Americans with Disabilities Act
The District of Columbia Accrued Sick and Safe Leave Act
Title VII of the Civil Rights Act
The Maryland Flexible Leave Act

In addition, Libby also handles arbitration and mediation, conducts compliance audits relating to the FLSA and state wage and hour law, pay practices and employment procedures and provides compliance counseling for her clients, working daily with a former Department of Labor Wage and Hour Administrator.

She is a core team member of Littler’s Compliance Audit Services Practice Group and an architect of Littler’s AuditQB program.

She also works on administrative matters before the Equal Employment Opportunity Commission and the Department of Labor, as well as state agencies, and has worked on several appellate matters before the Ninth Circuit Court of Appeals.

Legislative Update:

The 104th Nebraska state legislature is well underway. During this session there have been many new bills introduced and many carry over bills that may impact your work. Below are a couple bills that the Legislative Committee has been watching closely.

LB 841 - Amendments to the Employment Security Law
This bill was placed on general file as of March 7, 2016. It outlines the unemployment benefit amount formula for benefits beginning on or after Oct. 1, 2017.

LB 821 - Workplace Privacy Act
This bill was placed on general file as of February 22, 2016. It outlines prohibit employers from requiring or requesting access to an employee’s or applicant’s profile on a social networking site, either directly or indirectly (through contact).

For a complete list of the bills and other legislative resources, please visit the government relations committee section on the LHRMA web site.
Take a Good Look in the Mirror: Are You the HR Leader You Want to Be?

I spend a lot of time having conversations with management about the skills that employees possess and the skills they wish employees had. Those conversations have led me to think more and more about how others perceive my skills.

What does it take to be a good leader? According to the Competency Model that SHRM introduced in 2012, the top leadership competencies for senior HR professionals are: knowledge in the area of business, HR and the organization; strategic thinking and critical/analytical thinking; leading change; effective communication; credibility; results orientation/drive for performance; ethical behavior; and persuasiveness/influencing others. You might read that list and think to yourself, “Yeah, I do that. I’m pretty good at that.” But what do others think?

I recently read an article in the Harvard Business Review (What Separates Great HR Leaders from the Rest, by Jack Zenger & Joseph Folkman), which provides an interesting perspective on others’ point of view.

Zenger and Folkman collected 360-degree feedback data on 2,187 HR leaders during 2010-2015. Almost 70% of these leaders were in the U.S. with the rest in Asia, Europe, Latin America, Canada and Africa. They found that HR leader effectiveness correlated with sixteen leadership competencies that make up five general categories: character, personal capabilities, getting results, interpersonal skills, and leading change.

**What We Do Well**
The study found that HR leaders scored highly in four particular areas: developing others; building positive relationships; role modeling; and having functional knowledge and expertise. Much can be learned from what the study found were perceived weakness of HR leaders: focusing internally rather than externally; lacking strategic perspective; not anticipating and responding quickly to problems; and resisting stretch goals.

**What We Could Improve Upon**
**Focusing internally rather than externally.** HR leaders were rated poorly for their lack of understanding of the external environment and not being in touch with the issues facing the organization. Interestingly, HR leaders also received negative ratings for their ability to represent the organization to key groups.

**Lacking strategic perspective.** HR leaders also received low marks for being viewed as focusing so much on the day-to-day issues that they lose perspective regarding the bigger picture.

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**Effective HR Leader Competencies**

**Character**
- Displays honesty and Integrity

**Personal Capabilities**
1. Exhibits technical/professional expertise
2. Solves problems and analyzes issues
3. Innovates
4. Practices self-development

**Getting Results**
6. Focuses on results
7. Establishes stretch goals
8. Takes initiative

**Interpersonal Skills**
9. Communicates powerfully and broadly
10. Inspires and motivates others
11. Builds relationships
12. Develops others
13. Collaborates and fosters teamwork

**Leading Change**
14. Develops strategic perspective
15. Champions change
16. Connects the group to the outside world

Not anticipating and responding quickly to problems. Another find that was surprising to me was negative ratings on HR leaders’ ability to anticipate and respond quickly to problems.

Resisting stretch goals. This finding relates to senior management requests for a program or process to be rolled out quickly only to have HR respond with a request to slow the process and ask for more time instead of looking for efficiencies to speed the process along.

What the Best HR Leaders Do
The study wasn’t all doom and gloom. They found that some of the best leaders in the world were HR leaders. Those HR leaders who were rated most highly (i.e., top quartile) performed very well in traditional HR areas, but also performed highly in the areas that are often weaknesses in HR. These areas included:

- Establishes stretch goals,
- Solves problems and analyzes issues,
- Develops strategic perspective, and
- Connects to the outside world.

What You Can Do
With this information in mind, set at least one goal to improve your leadership capacity. One of the ways in which you can expand your skills is to take advantage of the Strategic HR Leadership Forum co-sponsored by LHRMA and the SilverStone Group. The four-session series will be held in Lincoln and will begin on May 10th. The cost is very reasonable ($35 per session or $120 if you register and pay for all four sessions at once). In addition, each session is approved for 1.5 hours of Strategic Business Credit from HRCI and 1.5 hours for the SHRM-SCPSM. Click here for more details about the Strategic HR Leadership Forum.

Upcoming SHRM Certification Seminar
May 2 - 4, 2016 from 8:30am – 5:00pm each day
Centurylink Center Omaha
455 N. 10th Street
Omaha, NE 68102

Instructor: Ken Pinnock

Cost:
- Chapter members who are also SHRM national members: $1395 - $100 = $1295
- Chapter members who are not SHRM national members: $1670 - $100 = $1570
  (All NE chapter members will be offered the $100 discount)

Click here for more information.
Community Outreach – Spotlight
Altruism – The Power of Giving
Lynn Friesen – Community Outreach

Altruism, as defined in the Merriam-Webster dictionary, is the unselfish regard for or devotion to the welfare of others. It is a word you’ve likely performed the action but were unaware of the word or even the health benefits the action could provide. A more common word you’ve likely associated with a similar action is volunteering. The act of volunteering is one of the key purposes of the Community Outreach Committee to enhance and promote LHRMA members’ involvement.

There are numerous ways to get involved in the community through community outreach and each of the programs have an indelible impact on the recipients. But, have you ever considered the impact on the giver or volunteer?

Have you ever performed a good deed and felt a sense of excitement, happiness, and joy? Have you ever considered the impact volunteering can have on employees’ health? How about the impact volunteering can have on a business culture and productivity?

One impact studies have found volunteering can have on the giver is a reduction in stress which can lead to a reduction in high blood pressure. Both of which can have an impact on a business’ health care expenses.

How about within the workplace is there a benefit to helping co-workers? A study by researchers from the University of Wisconsin-Madison and Georgetown found, “altruists in the workplace are more likely to help fellow employees, be more committed to their work and be less likely to quit.” Wow, consider the impact that can have on a business.

In his book Happiness Advantage, Shawn Achor, talks about the advantages even small changes, including random acts of kindness, can have on a business contributing to an increase in productivity, better health, reduction in stress and positive social interactions.

You will be hearing about numerous resources from the Community Outreach Committee to get involved to perform acts of altruism in the community. It is through these resources and numerous others that will have a significant impact on the community of Lincoln, the human resources’ community, local employers, and the employees we so humbly serve. Can you imagine the influence it can have on the well-being of the community?

“No act of kindness, no matter how small, is ever wasted.” - Aesop
Last summer, as you all know, the U.S. Department of Labor proposed increasing the salary floor from $455 per week (or $23,660 per year) to $970 per week (or $50,440 per year) in order to establish an employee’s white collar exemption under the Fair Labor Standards Act (FLSA).

In the proposed rule explanation, the Department said that it also intends to adopt some sort of automatic escalator of the salary floor amount, but the proposed rule didn’t address it. The Department proposed no changes to the exempt duties test, which has the prospect of creating a situation in which plainly exempt employees must be paid overtime because they are paid less than $50,440 per year. The Department said that it might decide to relax the duties test in the future.

The comment period for the proposed rule closed in early September, 2015. The Department received approximately 290,000 comments.

On March 14, the Department’s final rule, the contents of which have not been publicly disclosed, was submitted by the Department to the Office of Management and Budget (OMB). This is the last step before publication of the final rule. The time it will take OMB to review the rule could range from one month to several months. The final rule will take effect sixty days after publication.

Putting all these dates together, it appears that the final rule could become effective as early as mid-June this year.

Some have speculated that the salary floor in the final rule may be five or ten thousand dollars per year lower than the annual salary put forward in the proposed rule, but even then the salary floor would be close to double what it is today. Then too, the question of whether there will be an automatic escalator and a change in exempt duties will not be known until the final rule is published. By all accounts, litigation is sure to follow the publication of the final rule.

Meanwhile, a bill has been introduced in the House and Senate to nullify the proposed rule and to set up a framework for performing an economic analysis of the effect of the rule on small businesses, nonprofit organizations and public employers. Apparently nearly 200 members of Congress have signed on to the bill. Nevertheless, it seems unlikely that the bill will become signed into law even if it is passed.

The incredibly harsh effect of the rule on small business has already been noted. More recently, nonprofits have become alarmed. Many have commented that they will have to curtail services or perhaps even go out of business altogether. The Department has said that many nonprofits are not enterprises that are subject to the Fair Labor Standards Act (FLSA), but this seems disingenuous because it only tells half the story. While the nonprofits themselves may not be covered, their employees are covered because virtually all of the employees are involved in interstate commerce, which makes them subject to the FLSA minimum wage and overtime rules anyway.

There are other statutory overtime exemptions in the FLSA besides the white collar exemptions. Among the others is an overtime exemption for “any salesman, partsman or mechanic

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primarily engaged in selling or servicing automobiles, trucks or farm implements.” (FLSA Section 13 (b)(10)) The Department has been trying to narrow this exemption, too.

Many car dealership service departments today have “service writers,” who greet customers when they enter the service department and who discuss the service problems with the customers. The service writers evaluate the problems, suggest service, and prepare estimates. These service writers have been considered exempt from overtime under Section 13(b)(10) quoted above. Although the service writers don’t usually turn wrenches, they are “primarily engaged in … servicing automobiles…”

Two U.S. Circuit Courts of Appeal have agreed that service writers are exempt, but the Ninth Circuit Court of Appeals held the opposite. The car dealer in that case appealed to the U.S. Supreme Court. Earlier this year, the Supreme Court agreed to hear the appeal. We will see how the Supreme Court rules, hopefully this year, on this appeal. Car and truck dealers and farm implement dealers will want to watch for this decision.

As the white collar exemption rule nears the finish line, this would be an excellent time for human resources managers to carefully evaluate the status of those in their workforce who have been considered as eligible for a white collar exemption.

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**Woods & Aitken LLP 2016 Labor & Employment Seminar**

Please join us on Wednesday, April 20 for our inaugural Labor & Employment Seminar! This seminar will be beneficial for business owners, managers, and human resource professionals who deal with HR and personnel issues on a routine basis. This seminar is complimentary; however, registration is required by April 15. Please register at [www.woodsaitken.com/events](http://www.woodsaitken.com/events).

**Program “Prepare Now or Pay Later”**

- Significant Employment Law Developments from 2015 and What’s on the Horizon
- The EEOC and its Protection of LGBT Workers
- The Expansive View of Joint Employment under the FLSA
- Entering and Exiting: Background Checks and Non-Competes

**Date and Time:**

Wednesday, April 20

Registration: 7:45 a.m. – 8:15 a.m.

Seminar: 8:15 a.m. – 11:15 a.m.

**Location:**

The Marriott Cornhusker Hotel

333 South 13th Street

Lincoln, NE 68508

**Certification Credits:**

Pending HRCI/SHRM credit approval.

**Questions?**

Pam Bourne

Woods & Aitken LLP

402-437-8523
Wellness News
Active Employees are Productive Employees
Lauren Merchant, WorkWell Coordinator
WorkWell

Spring has just begun and with warmer weather well on its way, more Americans become motivated to keep
or start moving. Gallup studies show that American health habits experience a sharp decline during the winter
months followed by a steady increase once the spring months roll around. Increased physical activity is not
only beneficial to the employee partaking in the exercise, but also the employer.

Simply going on a 10 minute walk, raking leaves, mowing the lawn, cleaning the house, or doing bodyweight
exercises can be beneficial to an individual's health. Short spurts of exercise (at least 10 minutes), when they
accumulate, have shown comparable benefits of longer exercise bouts. Regular exercise can help control
weight, combat health conditions such as bad cholesterol, improve mood, boost energy, and more. It is
important as an employer to encourage your employees to get up and get moving.

Healthier employees are generally more productive, produce better quality work, and better manage their
time. These individuals are less likely to call in sick or use vacation time due to their own illness or a family
member being ill. According to the CDC men of a healthy weight “miss an average of 3.0 days each year due
to illness or injury. In comparison, overweight and obese men, miss approximately 2 more work days per year
than [healthy] weight men, a 56% increase in missed days.” Women with a BMI over 40 miss an average of 8.2
days a year due to illness, a 141% increase in missed days compared to women of healthy weight. Encourage
your employees to live a healthy lifestyle.

“If a workplace sets a high priority on the health of employees- who, in turn, are healthier and have better job
performance- then it can reasonably be said that an employer’s culture gives it a competitive advantage.’
stated Integrated Benefits Institute research director Kimberly Jinnett, PhD.” As an employer, it is important
that you not only set an example of living a healthy lifestyle, but you also encourage your employees to do the
same. Creating a health conscious work environment can be as simple as promoting local events, such as the
Nebraska Sports Council’s LiveWell Challenge, starting worksite wellness challenges, providing resources for
community activities, such as the Parks and Rec Guide, encourage walking during breaks and over lunch,
conducting walking meetings, providing a walking path/trail around your worksite, offering healthy vending, and
providing reimbursements of gym memberships. Taking these simple steps will not only help employees live a
healthier lifestyle, but the employer will also reap the many benefits.

Contact Tonya Vyhlidal, the Director of WorkWell, today at 402-483-2511 ext. 109 for more helpful
resources on worksite wellness.

Drawing Winner
Who Says There’s No Such Thing
as a Free Lunch?
Congratulations to
Diane Scott with the
State of Nebraska—Admin. Services.
Diane will receive free registration
for the April program.
There are many benefits to organizations who provide an environment that encourages the growth and development of their employees. Working in an environment like that helps to improve employee motivation and leads to increases in both employee engagement and retention. In addition, providing resources that encourage employee to grow professionally results in a more skilled and productive workforce.

Importance of Supervisors Taking an Active Role in Each Employee’s Professional Development

Of course, it’s in our best interest as leaders to take an active role in the growth and development of each of our staff members. Unfortunately, many supervisors don’t prioritize working with their employees on their long-term growth because of the pressure and stress of day-to-day tasks and problems.

It’s important for supervisors to recognize that, by focusing on both short-term issues and long-term employee growth concurrently, they’ll maximize the team’s success over time. Employee knowledge and skill development should be a core part of every supervisor’s performance management approach.

Start by Staying Current with Each Employee’s Goals & Interests

Your support of the professional development of your employees will be most effective when it’s customized to the needs and interests of the individual. Kevin Kruse, the author of “Employee Engagement 2.0”, recommends that supervisors meet with their employees twice per year to talk about their career goals, what types of projects they’re most interested, what skills they’d be interested in further developing, etc.

It’s important to remember that many employees will not focus on their long-term professional development without the encouragement of their supervisor. When a supervisor recommends that an employee takes advantage of available resources such as tuition assistance to pursue an advanced degree, participation in a training class in an area of interest, or attendance at an industry conference to stay current in their field, it’s more likely that the employee will participate. And when they do, both the employee and the organization will benefit from their continuing knowledge and skill development.

Follow up to Encourage Their Progress

Follow up with your employees and ask about their progress. Provide recognition for their efforts, and continually offer your support. It demonstrates that you care about them as individuals, and as professionals. Research shows that motivation and engagement increases when an employee knows that their supervisor cares about them.

Deer Oaks is a leading national provider of EAP and Work/Life services that enhance employee health, morale and productivity.

For more information, contact Greg Brannan at (301) 829-0364 or gbrannan@deeroaks.com.
Strategic HR Leadership Forum

Many HR professionals are constantly bogged down by the day-to-day fires we encounter at work. This HR Strategic Leadership Forum is designed to help us get out from under the day-to-day noise and ensure we are driving holistic, visionary HR initiatives that help our organizations succeed. LHRMA and SilverStone Group are partnering to increase our strategic HR perspective and will be partnering with other experts to also provide perspective on relevant HR topics.

The cost is $35 per session or $120 if you register and pay for all four sessions. Each session is approved for 1.5 hours of Strategic Business Credit from HRCI and 1.5 hours for the SHRM-SCPSM.

PRESENTER: Danielle Crough, PhD, SPHR, SilverStone Group

Session 1 – Long-Term Solutions for Recruiting and Hiring
Tuesday, May 10, 2016; 1:15 pm – 3:00 p.m.; 2016-05-10T13:15:00-05:00
2016-05-10T15:00:00-05:00
Lincoln Firefighter’s Hall; 241 Victory Lane

The tendency to provide short-term solutions for recruitment and selection hinders our strategic ability to ensure we have recruitment/selection philosophies and practices that will benefit our organization long-term without short-term ramifications. In this session, we will have a recruiting expert and a selection expert share their expertise on utilizing solutions that will have a positive impact on organizational results.

Session 2 – Leadership for the Tomorrow: Strategic Workforce Development Solutions
Tuesday, July 12, 2016; 1:15 – 3:00 p.m.; 2016-07-12T13:15:00-05:00
2016-07-12T15:00:00-05:00
The Space, 5900 S 58th St. (Trade Center, off of Old Cheney)

When it comes to leadership development, there are no shortages of opinions or experts. This often leaves us wondering what are the best strategies, activities and programs for our organization. Having an organizationally specific leadership development strategy is critical for outgoing business success. In this session, a discussion will be facilitated to provide attendees with a practical guide on how to examine their current leadership development strategies and provide ideas on how to maximize the success of those strategies.

Session 3 – Retaining and Engaging High Quality Employees
Tuesday, August 9, 2016; 1:15 – 3:00 p.m.; 2016-08-09T13:15:00-05:00
2016-08-09T15:00:00-05:00
Lincoln Firefighter’s Hall, 241 Victory Lane

We figured out how to survey our employees really well, but are we truly maximizing their feedback in a way that increases retention and engagement? Creating cultures where everyone has ownership of the retention and engagement strategy leads to increased morale and less external recruiting efforts. In this session, action planning based on employee feedback will be emphasized in an effort to better retain and engage high quality employees and help leaders see their organizational blind spots.

Session 4 – A Realistic Succession Strategy: Do You Have A Plan?
Tuesday, October 11, 2016; 1:15 – 3:00 p.m.; 2016-10-11T13:15:00-05:00
2016-10-11T15:00:00-05:00
Wilderness Ridge; 1800 Wilderness Woods Place

Many of our current succession plans are quick fixes which may not be able to endure the long-term succession needs of our organizations. How do we position ourselves to help ensure our succession strategy is going to outlast the long series of Baby Boomer retirements that are upon us? In this session, attendees will be asked to take a critical eye to their current succession strategies to help ensure they are truly meeting organizational needs, both now and in the future.

Click here to register.
LHRMA Board Member Profile
President Elect/Government Relations: Lindsay Selig

Q. How would people who know you well describe you?
A. High school classmates would probably describe me as quiet (doesn’t fit me as much now). My spouse would describe me as organized and driven. Coworkers would describe me as passionate.

Q. Describe your first car.
A. I drove a 1994 White Chevy Cavalier. It wasn’t the greatest, but it got me from place to place and I was very thankful for the gift on my 16th birthday.

Q. Tell us about your family.
A. My husband, Chris, and I got married on Valentine’s Day in 2015. I have a younger brother and younger sister (both are now married). My sister and brother-in-law have a 2.5 year old daughter. She is the best niece EVER (okay so maybe I’m a little biased). My parents and siblings all live in Lincoln, so we are able to get together regularly, in fact, my brother and husband were best friends before we even started dating.

Q. What are your favorites?
A. Meal - Pizza
   Candy – Hot Tamales
   Book – Something Borrowed or the Great Gatsby
   Music – Favorite artist is Jason Mraz.
   TV show – Right now, Quantico. Of all time, Brothers and Sisters
   Movie – Right now: The Other Woman. Of all time: Top Gun (I know I’m a nerd.)
   Thing to do on a day off – TRAVEL!

Q. Tell us about your current position.
A. I am the HR Coordinator (director) for Complete Children’s Health. We have 130 employees. I work in a generalist capacity and do a little bit of everything: benefits, payroll, employee relations, recruiting, selection, etc.

Q. How long have you worked in the field of HR?
A. Almost eleven years.

Q. What’s your educational background?
A. I have a bachelor’s in Business Administration from UNL, and a master’s in Human Resources and Industrial Relations from the University of Minnesota.

Q. What kind of work did you do to get through college?
A. During undergrad, I worked in fundraising for the athletic department. When I attended graduate school, I was already working full-time in HR.

Q. What certifications do you hold?
A. I hold the SPHR and SHRM-SCP certifications.

Q. In what area of HR do you consider yourself an expert?
A. I don’t know that I’m an expert in any area, but if I was going to specialize it would be payroll and benefits. They are as black and white as you can get in HR and I love the educational side of them.

Q. Outside of work, what do you enjoy doing?
A. Running, volunteering, J, and traveling.

Q. If you could retire tomorrow, and money was no issue, what would you do?
A. I would love to travel to Italy, Spain and Greece. Then buy a house on a beach in Hawaii.

Q. What is your biggest HR challenge right now?
A. As with anything, the HR field is constantly changing. I think my biggest challenge right now is staying abreast to all the changes and upcoming changes to ensure that I am able to maintain compliance for my organization.

Q. What advice would you give to those new to the HR field?
A. Don’t be afraid to ask questions. That’s how we learn.
Q. I joined LHRMA…
A. …to meet other HR professionals and learn more about the HR field. I joined the board because I was passionate about the organization.

Q. What I learned by being on the LHRMA board that I didn’t know as a member is…
A. It takes a lot of work to run the LHRMA organization.

Q. The thing I enjoy most about being on the LHRMA board is…
A. The camaraderie.

Q. One thing I would do, given more time is…
A. Read.

Q. What’s the most outlandish excuse you ever heard from an employee?
A. An employee said she had to go home because she didn’t sleep well the night before.

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**Government Relations Committee**

(Contact: govt.relations@lincolnhr.org)

Q. What does the Government Relations Committee do?
A. The Government Relations Committee keeps members abreast of legislation that affects human resource issues on a national, state, and local level.

Q. How could I contribute in this area?
A. Committee members assist with the following:
  - Review legislative bills, analyze HR impact, and write bill summaries,
  - Monitor and summarize state legislative bill hearings,
  - Testify on behalf of LHRMA at legislative bill hearings,
  - Write letters to state and federal representatives to express LHRMA’s position on legislation, and
  - Promote involvement in state and federal legislative activities.

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**NEW MEMBERS**

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Welcome!  
You've joined an outstanding organization!
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