



Lincoln  
Human  
Resource  
Management  
Association



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[www.lincolnhrr.org](http://www.lincolnhrr.org)



Volume 6, Issue 4

April, 2015

**PROGRAM:** Best Practices in Compensation Management  
Presented by Andie Gordman of SilverStone Group

**WHEN:**

Tuesday, April 14th, 2015  
11:00 – 11:30 Registration  
11:30 – 12:00 Lunch & Announcements  
12:00 – 1:00 Keynote Session  
1:15 – 3:15 Workshop

This program has been pre-approved by SHRM and the HR Certification Institute for 1 Credit Hour: HR (General)

**WHERE:**

SCC Continuing Education Center  
301 S 68th Street, Lincoln, NE  
**Parking is FREE!**

**COST:**

**Program Registration Fee:** LHRMA members—\$15  
All Other Attendees—\$25  
College Student Chapter Members—FREE (You must register with Jenessa Keiser, College Relations Chair)  
**Workshop Registration Fee:** All Attendees—\$35

**MENU:** Grilled Herb Chicken Breast with Veloute Sauce, Vegetable Medley, Tossed Salad Greens, Dinner Rolls and butter, and Peach Crisp.

**DEADLINE:** Register/cancel your registration by **12:00 noon, Friday, April 10<sup>th</sup>.**

**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 and Workshop:**

**Luncheon Program: Best Practices in Compensation Management**

Compensation is one of the key ways for an organization to attract, motivate, reward and retain top talent while achieving company goals and objectives. During this session we will discuss what Human Resources professionals need to know when it comes to creating and maintaining compensation practices that align with an organization's mission and vision. This presentation will outline the process to build a compensation structure including, creating a compensation philosophy, evaluating jobs, using market data, creating a base pay structure and communicating compensation information to managers and employees. We will also discuss how to identify credible sources for information and why organizations should participate in

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salary surveys.

### Workshop:

During this interactive workshop we will explore the concepts discussed during the lunch program more in-depth. We will discuss all of the best practices in building a compensation program including:

- Establishing a Compensation Philosophy
- Why Job Descriptions Matter
- How to Use Salary Surveys and Why You Should Participate
- Market Pricing Best Practices
- Internal vs. external equity in compensation practices
- Base Pay Structures
- What Should be Communicated to Employees

In addition, Leah Jones Fink, Lead, Human Resources from Lincoln Electric System (LES) will participate in a question and answer forum to share LES' experience in conducting a recent compensation study and how implementing a compensation structure has increased consistency in their compensation practices across the organization.

### About our Speaker:

**Andie Gordman** brings decades of diverse human resource experience to SilverStone Group. In her role as Senior Consultant, Andie provides support to clients through her expertise in employee relations, audit, compliance and Affirmative Action planning as well as compensation structure and analysis. Andie's work with clients in the human resource audit process assists them in identifying areas for improvement and lays the foundation for creating human resource strategic plans.

Andie's experience has allowed her to learn about the success factors of many industries, including customer service, sales, entertainment and hospitality. Prior to working as a Consultant for SilverStone Group's Human Capital Team, Andie was the Vice President of Human Resources for MECA/Century Link Center Omaha and Director of Human Resources for SITEL. In both roles, she implemented human resource strategies to increase efficiency and improve the employee experience. Andie is a member of the Society for Human Resource Management and World at Work.

Andie is an active community volunteer. Currently, she is on the Board of Trustees at Temple Israel and a Director at Large for the SHRM NE State Council. She is also a mentor for Teammates.



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# President's Message

Melissa Price, LHRMA President



Can you believe that 2015 is already a fourth of the way over? As I mentioned earlier in the year, the LHRMA board has been busy this first quarter planning the rest of the year. We have some exciting initiatives that will continue to progress our organization that we want to share with you.

## Perceived Member Value Offered by LHRMA

We can only continue to add to the value that is offered by LHRMA if we understand what members believe is of value. This year we will be looking for the most effective way to measure the value that you think LHRMA brings and why you continue to renew. This will assist in continuing to provide and enhance the items that are most valuable and share those items with potential members. We are very excited about this initiative and feel we will build future initiatives off of this information!

## Improve the LHRMA Website

This initiative started last year and continues into 2015. A subcommittee has been working hard to update the look and feel of our LHRMA website. This new look and feel will be rolling out to members soon. We will spend the rest of the year ensuring content is up to date and stays fresh, as well as, rolling out increased functionality. Continue to stay-tuned for great new features!

## Try New Program Offerings

We recognize that the second Tuesday of every month over lunch and into the afternoon doesn't work for all members' schedules. Our programs committee, headed by Kenda Fink, is working on offering educational events differently to allow more members to attend. Look for additional information throughout the year on different times or ways programs are being offered!

## Create a New Member Orientation

We continue to have interest by professionals across the city regarding joining LHRMA for all of the great benefits. However, once they sign up for membership we typically don't have any additional follow up with them. A New Member Orientation will be created so that new members will network with others, understand volunteer opportunities, feel more connected to LHRMA...all in hopes that they become "active" members of our organization.


## Recruiting Event Focused on At-Large Members

At-Large Members are individuals that belong to SHRM, our national HR professional organization, but do not belong to a local chapter. These are people that we can more easily recruit to be part of LHRMA so that they have the local connection to HR professionals too. Last September we hosted a membership event on Barry's Rooftop focused on these individuals and ended up with a handful of new members out of the event. This year we are continuing this initiative. Additional information will be provided to all as your help will be needed in recruitment efforts.

Please reach out to any of the board members if you are interested in helping with these initiatives or have ideas surrounding them.

I'm also thrilled to announce that we have a new board member. Jamie Mohrman, the HR Generalist at Kidwell, has joined the board. Kathy Harper stepped down from the Secretary position (don't worry she is still acting as our Chapter Management Professional) and Jamie volunteered to step in. We are excited to have Jamie as part of the leadership of this organization!

— Melissa Price

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the conversation.

# SHRM 2015 ANNUAL CONFERENCE & EXPOSITION

June 28 – July 01  
Las Vegas

The SHRM Annual Conference & Exposition is the largest and best HR event in the world, providing your organization with the tools and resources you need to create and implement the successful HR practices that will ensure that your company will thrive. Your company will get the targeted strategies and practical takeaways that you need to achieve your goals – from talent management to federal compliance to cutting-edge business strategies. Go to <https://annual.shrm.org/about> for more information.



## Awards Celebration

Woods & Aitken LLP, along with the Lincoln Human Resource Management Association, and the Lincoln Journal Star invite you to attend a luncheon celebrating the final match-up of Lincoln's 2015 Best Places to Work!

Come and show your company team spirit and cheer on this year's all-stars on April 15. We are excited to announce that this year our keynote speaker will be Curt Tomasevicz, Olympic Gold Medalist and native Nebraskan.

This celebratory event honors Lincoln area businesses that have created positive work environments for their employees. Find out about their company philosophies and learn how they keep their employees happy!

Winners were determined based on the results of the Best Places to Work in Lincoln survey conducted in early 2015. See the attached flyer for more information on the luncheon or [click here to register](#).



### Drawing Winner

Who Says There's No Such Thing  
as a Free Lunch?

Congratulations to **Nancy O'Neel**  
with the State of NE—DHHS.

Nancy will receive free registration  
for the April program.

# Legal Update

## NLRB Quickie Election Rules: Putting a Thumb on the Scale for the Unions

Bob Evnen

Woods & Aitken, LLP

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The National Labor Relations Board adopted new regulations regarding the conduct of union representation elections. Those regulations are effective on April 14, 2015. They radically change the election process in ways that make it far easier for unions to win these elections. The new rules have been disapproved by Congressional resolution (which was pocket vetoed by the President) and are now the subject of numerous lawsuits. At the moment, however, the rules become effective on April 14.

A little history and background. The early twentieth century was a tumultuous time for labor and management. The work of labor in mines and factories was hard and dangerous, wages were often meager, and there was nothing in place to help workers and their families if workers were injured on the job.

In this economic environment labor unions arose. Strikes were common, they were often violent and seriously interrupted the flow of commerce -- as they were designed to do. There was no federal legal structure governing union/management relations. There was a patchwork of state laws, mostly aimed at public safety.

In the midst of this, in 1935, a federal law was passed - the Wagner Act, which was the original version of the National Labor Relations Act (NLRA). The Wagner Act was entirely tilted toward organized labor, so in 1947 it was extensively amended to make it more even-handed. This 1947 law was the Taft-Hartley Act. The form of the NLRA as amended by Taft-Hartley is what we have lived with ever since. The NLRA applies to the private sector only. Public sector employees and employers are not covered by the NLRA.

The NLRA has three essential purposes. One is to provide a legal framework under which unions could become the exclusive collective bargaining representative of a group of employees. The second is to regulate bargaining between certified unions and management by requiring that the two sides bargain in good faith. The third is to further the first two purposes by prohibiting certain conduct. (These are unfair labor practices, listed in the NLRA.)

Elections, bargaining and unfair labor practices are enforced by the National Labor Relations Board (NLRB), the agency created by the NLRA.

The NLRB's election rules remained substantially unchanged for more than 60 years. During that period of time, union representation of private sector employees reached a peak of about 35% in the 1950s, but it has declined ever since. Today about 7% of private sector employees are represented by unions.

The same election rules that were in place in the 1950s, when unions were at their peak, are the election rules in place today, when union membership is in free fall.

If the unions are losing ground but the election rules haven't changed, then one fair conclusion is that the rules aren't the cause of union losses. There are many other factors at work. Employers are much better at paying and providing fair wages, good benefits and safe workplaces. Employees and employers are getting a better understanding that partnering provides more business growth and job security than fighting. Unions can't close the deal any longer with employees, who don't see how paying dues to a union could help them.

But the election rules have been changed anyway. Although it is steadfastly denied by the NLRB members who adopted the rules (by a vote of 3-2) as the reason, it's pretty clear that these changes could radically improve the prospect of union election victories by speeding up the election. In effect the NLRB has tipped the scales.

Virtually every aspect of pre-election procedures has been gutted by the new NLRB rules. These changes are broad-ranging, extensive, complicated, favor the union organizer, and disadvantage employers and employees. The publication of the new rules was 182 pages long.

Perhaps the most important changes for human resource professionals are these:

Voter lists must contain personal email addresses and cell phone numbers of employees. The NLRB has always required the employer to prepare a list of eligible voters which the NLRB provides to the union well in advance of the election (this is the

“Excelsior list”). The list has contained the name and address of the employee, and that’s it. Even that, of course, is an invasion of the employee’s privacy. The employer is required by law to provide this list whether the employee likes it or not. Unions use this list to contact employees to try to gain their support.

Now the list must also include the employee’s personal cell phone number and personal email address if the employer is aware of them. The potential abuse of this information is readily apparent. One observer has said that unions will now have the means to engage in cyber bullying.

We won’t know who’s a supervisor for sure until after the election. Under the NLRA, supervisors are excluded from bargaining units. Often supervisors participate in the employer’s election campaign. But often it is not completely clear whether an employee is or is not a supervisor. If an employer treats an employee like a supervisor but it turns out that he or she is not, then the employer has committed an unfair labor practice that could reverse the result of an election. Under the former rules, the question of supervisory status was hashed out in a hearing before the election. Not now -- the issue won’t be decided until after the election.

Whether the union is seeking an appropriate unit also is given short shrift. Over the years the NLRB has developed a body of law concerning the appropriateness of the group of employees for which the union seeks representation. These issues must now be fully developed and brought forward within seven days after a petition for an election is filed. This is not nearly enough time if there is a real issue.

And here’s the big one: elections can take place as little as 14 days after a petition is filed. Up to now, the vast majority of elections were held about 42 days after the union filed the petition for election. The massive changes in the new rule have one common effect: they all serve to cut down that period of time. Based on the new rules, elections are expected to occur between 14 and 24 days after the filing of the petition.

When unions file a petition for an election they are required to support it with a showing that at 30% of the employees in the bargaining unit want the union. But unions rarely file a petition until they have 80% or 90% support. Why? Because from the moment the petition is served and the employer becomes aware of the organizing effort, employee support erodes. For the unions, once the petition is filed the race is on: can they hold on to majority support long enough for the election to be held?

Often they can’t. Even though 42 days is not a long time, employers have been able to provide information to employees about unions in general, about the union that filed the petition in particular and about the company. With this information, and given some time to think about it, employees often conclude that whatever the union is offering isn’t worth it.

Rather than retool their approach and redesign what they have to offer, the unions’ answer to the problem was to get the NLRB to shorten the time period between the petition and the election. If you and your employees have less time to think about this, the unions figure they’ll do better at the ballot box.

Whether they’re right or not is where you come in. Here are things that you can do today to avoid unionization:

1. Adopt a union-free statement. Employees want to know what the company thinks. If you care about this issue, adopt a statement in your handbook that says so. Let your lawyer review it first!
2. Evaluate your workforce. Where is supervision strong? Where is it less so? Are you clear on who is and is not a supervisor? What wage and benefit programs are best liked? Liked the least? How is employee morale? Who are your “problem children” and how are their difficulties being addressed?
3. Consider communications. Where are lines of communication with employees strong? Where are they less so? Once a petition is filed there will not be time to develop strong and trusted lines of communication. These must be established now. You will need one or more spokespersons from among your managers and supervisors. Who will they be?
4. Train your supervisors and managers, then train them again. Your first line of defense is supervisors. Train them on what they can and cannot do, what they should be watching for, and what they should and shouldn’t do about it. Employers are frequently the last to know when their employees are being organized. With these much shorter time frames, the earlier an employer finds out the more likely that the employer can effectively respond.

Employers who ignore these significant changes do so at their peril. Focusing on the question of employee unionization doesn’t seem like a priority -- right up to the moment when the employer is caught by surprise with a union petition and has only 14 days to get over their shock and do something about it.

## EAP Corner

### Building a Culture of Respect

Greg Brannan, Director of Business Development & Training Consultant  
Deer Oaks EAP Services

## How to Build a Culture of Respect in Your Workplace

### Barriers to a positive workplace culture

Employee attitudes that are negative or critical about the organization or its leaders are a common barrier to a positive and respectful workplace culture. These attitudes can form over time as employees experience difficult circumstances, and/or perceive that they're not receiving adequate support from the management team. Negative attitudes can become worse when they're not addressed, and result in morale problems and reductions in productivity.

High levels of chronic stress resulting from too much change, an intense pace of work, deadline pressure, etc. can also lead to problems with employee motivation.

In addition, a poor flow of communication between supervisors and staff members can contribute to a workplace culture that isn't positive or engaging.

### Steps to take towards a more respectful workplace culture

Because of the authority that comes with the position, supervisors and managers typically have the greatest opportunity to make a positive impact on the culture of their respective department or team.

Along those lines, one of the best approaches to establishing a more respectful and positive workplace culture is to focus on enhancing the quality of the daily interactions between supervisors and their employees. Provide training for your supervisors on relationship skills so that their interactions with their employees are less directive, and more collaborative and supportive. Employees who are treated respectfully by their superiors will be more motivated and productive.

Also, remind your supervisors that proactively communicating with their staff is a key to having a motivated and engaged work team. Kevin Kruse, the author of *Employee Engagement 2.0*, suggests that every supervisor should create a system of consistent two-way communication with the staff that includes having regular team meetings and a 15-30 minute one-on-one conversation with each employee on a weekly basis.

In addition, provide relationship and communication skills training for all staff members. In today's hectic world, employees typically have a lot of rushed ineffective conversations with each other which can lead to miscommunication and disagreements. When employees treat each other more respectfully, they are happier at work and morale improves.

*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](mailto:gbrannan@deeroaks.com).



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# Wellness

## Do Worksite Wellness Programs Really Work?

By Tonya Vyhldal, M.Ed. and Jackie Varicak, CWWS

WorkWell

The question of whether or not worksite wellness programs really work has sparked a lot of controversy over the past 2-3 years. Several critics have been asking the question “do worksite wellness programs really work”? The short answer is yes and no.

The reality is that much like any program that provides success it is important to plan it, evaluate it, and measure it. Determining a goal and direction for your program is very important and providing the data and outcomes to show you are making progress towards that goal is even more important. If you are just getting started in wellness you should be certain to follow the evidenced based model to ensure success. Using the evidenced based model provides the right planning and evaluation support and takes much of the guesswork out of the wellness program planning. Getting started is part of the battle, keeping the program going and thriving is another. Going to a wellness plan building workshop can help set you on the right track and prepare you for success. WorkWell, WELLCOM, and the Panhandle Wellness Council all have wellness training and resources to help you build and execute a successful program.

One of the most critical steps to gain wellness success includes getting leadership support and making sure the necessary resources are in place. It is difficult to be effective when a lot is expected with only a little invested in your program and with results (i.e., cost reductions in health care) projected to take place in a short amount of time. This is where failure often happens and where we see that wellness doesn't work. Simply put, you get out of it what you put into it and if you don't put much leadership, planning, time, and resources into it you won't get effective results. It's very important to have leaders who can champion the necessity of worksite wellness and patiently pursue success.

Communication and marketing your program effectively are also important factors and will begin to move your program in the right direction. Participation shows your communication was on point and creates momentum. The awareness that communication and participation create will increase knowledge and improved attitudes. As knowledge is increased and attitudes change, behavior change follows creating reduction in risks and reduced utilization with your health care plan. Eventually a hard return on investment can be seen while at the same time the most meaningful outcomes start to evolve.... happier, healthier and more productive employees.

One other great way to measure whether your organization's wellness program works, does it provide for a culture of health? This means healthy activity is “just the way we do business” such as the vending machines carry healthy choices, the stairway is attractive and utilized, employees are seen walking during their lunch breaks, the campus is tobacco free, vacations and time off are used to promote work life balance, employees strive to do the right things regarding safety practices etc.

There are ten best practices that can help you say yes our wellness program works, some of which have already been mentioned above but are worth repeating:

1. Middle management and senior leadership are truly committed
2. Specific goals and expectations have been established
3. Healthy company culture is the “way we do business”
4. Employee driven program design
5. Excellent communication
6. Smart incentives
7. Effective screening and triage to employee health needs
8. State of the art interventions to include motivational interviewing
9. Effective implementation and having the right people in place to run the program

## 10. Measurement and evaluation.

Ten practices that do not demonstrate wellness success:

1. Providing an outcomes based model only where program is disconnected from a comprehensive wellness program plan
2. You only utilize short term campaigns (i.e., biggest loser)
3. Vendor reliance (vendor only programming – need an internal champion)
4. Participation only based activities
5. Lack of leadership commitment
6. Lack of strategy for program or program planning
7. Lack of measurement and evaluation practices
8. Poor communication
9. No employee voice
10. Don't have sustainable infrastructure in place

It is important to stay abreast of what works and what doesn't work and focus on doing the right things. Workplace wellness works if it is done right. Doing wellness right takes commitment, planning, and prioritization. So to answer the question "does wellness work" comes down to the individual company and how well they plan for wellness success.

Source: Dr. Ron Goetzel, Validating Worksite Wellness Programs Webinar, February 27, 2015 WorkWell

## WELCOME NEW MEMBERS

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**Welcome!**  
**You've joined an outstanding organization!**

## **Jobs, Jobs and More Jobs!**

If you are an employer with an employee that is a current LHRMA member, then you can post your HR-related job opening on our website for **FREE!** Just email Kathy Harper at [lhrma0048@yahoo.com](mailto:lhrma0048@yahoo.com).

If you are looking for a human resource position, then check it out!  
Go to <http://lincolnhr.org/blog/hr-job-openings/>

This is also an excellent resource for students who are seeking an HR position or for companies to advertise if they have summer internships available. Take advantage of this great resource—you can't beat the price!





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