



Insights

MARCH | 2022 Newsletter



The Regional Pay Survey Opens for Participation This Month

Mark your calendars! Archbright's Regional Pay Survey, historically one of the largest and most comprehensive pay surveys in the Pacific Northwest, opens this month. This survey encompasses non-exempt, exempt, and executive-level positions from organizations throughout Washington, Oregon, and Idaho. We're happy to announce that we're now capturing incumbent data, so you don't need to calculate averages for your responses.

Three versions of the report will be available:

- **The Wage Report** | Contains exempt and non-exempt pay data from for-profit and nonprofit organizations, encompassing all positions below the executive level.
- **The Nonprofit Report** | Contains pay data collected from nonprofit organizations, including executive compensation data.
- **The Executive Report** | Contains executive compensation data from the for-profit and nonprofit organizations in the Wage report.

The survey will close at the end of April. Members who participate in the survey receive the results for free when they're published in late June.

We sent an email to all survey contacts in late February with more information about survey participation. If you did not receive that email, please reach out to us at regionalsurveys@archbright.com and we will resend it to you.

All survey contacts will receive an email from regionalsurveys@archbright.com when the survey is open for participation, so be sure to watch for this important announcement! Plus, our team is working hard on a new survey feature in mozzo that will allow eligible members to view and download reports on 2022 survey data. Make sure you participate to become eligible! Stay tuned for more on this exciting new feature.

What's Inside

CEO Corner

- New Gold Member Benefit: The Employee Engagement Pulse Survey

Archbright University

- Upskilling America: Necessary Components of a Well-Rounded Leadership Training Program

HR Advice & Counsel

- Round-Up: Unemployment Benefits and COVID-Related Claims
- Put On Your Oxygen Mask First: Identifying and Preventing HR Burnout

Archbright News

- Join Archbright at the WA State SHRM Employment Law & HR Conference

Safety and Loss Control

- Addressing Workplace Violence During a Prolonged Global Pandemic

LOOKING AHEAD

CEO Corner



**Shannon
Kavanaugh**

President and CEO at Archbright

New Gold Member Benefit: The Employee Engagement Pulse Survey

As the Great Resignation continues, more Americans are quitting their jobs than ever before. And not because they are choosing to no longer work, but because they want to work *somewhere else*.

Employers must look to fill vacancies from turnover while strategizing how to retain their workforce. The first step is to understand the level of engagement in their organization.

Why? Because highly engaged employees are less likely to leave an employer.

Archbright is pleased to introduce an all-new member benefit for our Gold members, the **Employee Engagement Pulse Survey**.

It provides a pulse check on how an employee feels about their job and the organization through an anonymous, online survey. It takes 15 minutes or so to complete.

We provide you with the link to send to your employees, as well as a link for you to access the results. Members can use this benefit twice each membership year to gauge progress.

You will gain valuable and actionable insights from the results!

If you are a Gold member and would like to learn more about this benefit, please reach out to your Archbright Account Executive or contact info@archbright.com.

*And remember, all members can purchase our **Employee Engagement Survey**, or EES. It is a measurement tool designed to uncover underlying disengagement within an organization. We administer an online survey to your employees. Then, using a proprietary algorithm, we report out your organization's overall engagement level, analyze the data, and walk you and your team through the results.*

March Session of the Northwest Diversity Learning Series

"The Great Stagnation: Accountability is More Than a Hashtag"

Speaker: **Dax-Devlon Ross**, author and journalist

March 24, 2022 | 9:00 AM-11:30 AM

Many organizations have publicly committed to fairness and equality on subjects including racial equity in hiring, evaluation, and promotion processes and providing anti-bias training and racial equity education for employees.

But are these commitments simply lip service, or will they bring systemic change?

This session will dig into the data and the results—to see whether progress has been made and discover whether some actions are substantively changing lives.

Register at: <https://www.i4sdi.org/s2-mar-24-2022>

Archbright is a proud sponsor of the Northwest Diversity Learning Series, currently celebrating its 23rd year

providing relevant, substantive, thought-leading, and cost-effective educational programming on diversity, equity, and inclusion (DEI) for managers and employees in the Puget Sound Region.



ISDI

**INSTITUTE FOR SUSTAINABLE
DIVERSITY & INCLUSION**

Need OSHA 300 Updates?

Now is a great time to brush up on OSHA reporting and recording requirements, recordkeeping forms, work from home injuries, and other safety-related requirements for your organization. You have the OSHA 300 Webinar available at your disposal, now on mozzo! This comprehensive webinar is under one hour and available on-demand so it can be assigned to your employees and viewed at any time. You can find this webinar in the Webinar Library under the Video Training Library.

Upskilling America: Necessary Components of a Well-Rounded Leadership Training Program

If 2021 can be defined by The Great Resignation, with more than 3.6 million people vacating their positions from May to September of last year, 2022 is shaping up to be the year of [The Great Upskilling](#).

For many organizations, new hires are scarce and existing employees are taking on new roles and more responsibilities. With employees leveling up at your organization, ensure they feel supported and receive proper training by providing upskilling opportunities through a well-rounded training program. Training for managers and supervisors should include soft skill components to be effective, including:

- Communication skills, including giving feedback and coaching
- Managing conflict
- Leading change
- Building teamwork
- Delegation

However, equally important is a focus on compliance training. Managers and supervisors can introduce liability to a company if they mishandle an employee issue. Further, managers and supervisors can be held personally liable if they do not follow basic employment laws.

Archbright University offers a variety of employment law classes designed specifically for managers and supervisors. Key courses include:

- [Understanding Wage and Hour Law](#). Designed to acquaint controllers, managers, bookkeepers, supervisors, human resources, and payroll department personnel with the various aspects of wage and hour law.
- [Managing FMLA](#). Created to teach leaders to manage leaves effectively, reducing risk to the company.
- [Understanding Workers' Compensation and Controlling Costs](#). Designed to address many common misconceptions and explain the law in non-legalese, user-friendly terms—in a format where open discussion is encouraged.

For more information about employment law education at Archbright, please contact your Account Executive or email info@archbright.com.



Amy Bachmann | Director of Sales and Training

Upcoming Classes

For the complete course schedule, please go to [Archbright.com](https://www.archbright.com).

- March 14, 15, & 16 - [Management Fundamentals \(Virtual Class\)](#)
- March 17 - [Fundamentals of Project Management \(Virtual Class\)](#)
- March 18 - [Conducting Effective Internal Investigations \(Virtual Class\)](#)
- March 21, 28, & April 4 - [Management Fundamentals \(Virtual Class\)](#)
- March 22 - [Efectividad del Trabajador Encargado "Leadworker Effectiveness" \(Virtual Class\)](#)
- March 22 - [First Aid/CPR/AED Recertification \(In-Person\)](#)
- March 22, 23, & 24 - [Supervisory Skills \(Virtual Class\)](#)
- March 25 - [Managing Leaves and the Law \(Virtual Class\)](#)
- March 28 - [Leadworker Effectiveness \(Virtual Class\)](#)
- March 29 - [Feedback for Success \(Virtual Class\)](#)
- March 29 - [Managing FMLA \(Virtual Class\)](#)
- March 30 - [Discipline and Documentation \(Virtual Class\)](#)
- March 31 - [Conflict to Collaboration \(Virtual Class\)](#)
- March 31 - [Training-the-Trainer \(Virtual Class\)](#)
- April 1 - [Workplace Harassment Awareness \(Virtual Class\)](#)

How to Register:

Register online anytime at [Archbright.com](https://www.archbright.com).

You will need to log in to the website to register and see pricing for your membership level.

If you do not have an account on our website, it's easy to set up. Click on the **Sign In** button, then select **Sign up now** and follow the prompts.

If you have any questions, please contact us at **206.329.1120, 509.381.1635, or info@archbright.com.**

HR ADVICE AND COUNSEL

Round-Up: Unemployment Benefits and COVID-Related Claims

Although OSHA withdrew its Vaccine-or-Testing Emergency Temporary Standard (ETS) after an appellate court struck it down, many employers have already mandated the vaccine. Further, certain employees, such as healthcare workers, government employees, and teachers, may be subject to state vaccine mandates. Employers are required to offer reasonable accommodations to those employees who cannot get vaccinated due to a sincerely held religious belief or a disability. Other employees, however, find themselves out of a job after refusing to comply with their employer's vaccine mandate. Many employers wonder if these former employees are eligible for unemployment benefits or other forms of financial assistance.

Federal Assistance Programs Have Ended

The Coronavirus Aid, Relief, and Economic Security Act, also known as the CARES Act, was a federal assistance program that provided additional income to Americans during the COVID-19 pandemic. The unemployment provisions of the CARES Act included an extra \$600 per week in benefits, an additional 13 weeks for those who had otherwise exhausted their unemployment benefits, and expanded eligibility guidelines. However, the CARES Act expired in September 2021.

Termination for Refusal to Comply with a Vaccine Mandate Will Likely Result in a Denial of Benefits

Employees in Washington, Oregon, and Idaho will likely be ineligible for unemployment compensation if their employer terminates them for refusing to comply with a vaccine mandate. However, it is significant to note that each government agency addresses all claims individually. The Washington Employment Security Department (ESD) stated that it will consider "a number of factors," including whether the employee might be otherwise eligible for benefits, when the employer adopted the policy, and the specific terms of the policy, including the allowable exemptions, and why the employee refused to comply.

Unemployment Benefits for Employees with COVID or Asked to Quarantine Depends on the State

In Washington, if an employee cannot work because a medical professional or public health official asked them to quarantine (but they are not sick) and won't receive paid sick leave from their employer, they may qualify for unemployment benefits. If a Washington employee has COVID-19 and is too ill to work, the employee would not be eligible for regular unemployment benefits. However, the employee may be eligible for Paid Family and Medical Leave.

Earlier in the pandemic, Oregon had a Temporary Paid Leave Program for workers who needed to quarantine or isolate due to COVID-19 and were not receiving paid sick leave from the employer. This program has now ended, like other state and federal assistance programs. However, employees in Oregon likely would receive unemployment benefits if they must remain home, either because they are sick with COVID-19 or were asked to quarantine.

In Idaho, employees who cannot work because they have COVID-19 or are quarantining are not eligible for unemployment benefits. Idaho also does not require any form of paid or unpaid sick leave benefits.

Again, unemployment agencies in Washington, Oregon, and Idaho approach each claim on a case-by-case basis. While there are general eligibility guidelines, actual circumstances may differ.

Archbright attorneys and HR advisors continually review changes in the law on national, state, and local levels. Members are encouraged to contact us with any questions or to seek specific guidance.



Beth Touschner | Attorney

Put On Your Oxygen Mask First: Identifying and Preventing HR Burnout

HR professionals do not have the world's easiest job. Most HR generalists are part benefit advocates, part lawyers, part therapists, part (zoom) party planners, and part rule enforcers. Now throw in a pandemic, and you have a recipe for a very tired and depleted superhero.

As caretakers of others, our burnout can look more like compassion fatigue. This term is often used in healthcare or industries helping animals or people with traumatic events. Compassion fatigue is a feeling of suffering, sorrow, or empathy to the point of exhaustion, associated with a deep desire to alleviate the pain and suffering of another person.

Burnout or compassion fatigue might also look like:

- **Work Behavior:** Tardiness, absenteeism, lack of concentration, lack of creativity
- **Social Behavior:** Impersonal or numb communication, use of sarcasm, disengaged or withdrawal from others
- **Emotional Behavior:** Anger, irritability, negativity about everyday tasks, apathy, feeling overwhelmed
- **Physical Behavior:** Headaches or migraines, stomach or intestinal issues, aches, difficulty sleeping, depression

If you are suffering from burnout, remember that the benefits you offer to your employees are also available to you. Some of the tools typically available include:

- **Employee Assistance Program (EAP):** EAPs are a one-stop call for everything from counselors to childcare and lawyers. Don't spend hours searching for options; let someone help you.
- **Mental Health Counseling:** Thanks to the Affordable Care Act, most health plans must offer mental health coverage. Talking to a professional may be more affordable than you think.
- **PTO:** Don't forget to take time off. The option may not be available to take a trip to Maui, but giving yourself some breathing space to step away from daily responsibilities can provide a necessary reset.
- **Protected leave:** Many situations can qualify for coverage under the Americans with Disabilities Act (ADA), Family and Medical Leave Act (FMLA), or Washington Paid Family and Medical Leave (WPFML). Taking the time you need to care for yourself first allows you to help your employees.

Besides the formal tools offered through your workplace, consider putting together a self-care plan that will support your recovery from burnout and prevent it in the future. A self-care plan can include exercising, blocking out time during your workday to meditate, planning events to look forward to, and following a sleep schedule.

While our job as HR professionals is to make sure our employees are OK, we can't show up for them if we are not putting on our oxygen masks first.



Sarah Johnson | Sr. HR Advisor

HR FAQ | Question: We are trying to create a company culture that is attractive to prospective new hires and provides a work-life balance for current employees. We are interested in exploring alternative schedules to achieve this. What options and other factors should we consider?

Answer: Alternative work schedules often reduce the impact of traffic congestion on commuters, make the employer more competitive in recruiting, and provide employees with a better work-life balance. Usually, alternative work schedules consist of four 10-hour days (4/10's), nine-hour days with one additional day off every two weeks (9/80's), or in some specialized positions, 12-hour shift schedules. Alternative work schedules don't work for all employers. They might work for some but not always on a year-round basis.

With summer fast approaching, maybe it's time to propose a summer schedule to provide your employees with the ability to take advantage of the beautiful Northwest weather. A summer schedule may also help boost employee morale and help bolster recruiting efforts. Here are some options to consider:

- Try a 4/10 or 9/80 schedule to give employees additional days off. To avoid shutting down completely, consider splitting your workforce in half and giving alternating days off to each group. For example, in the case of 4/10's, half the company takes off each Monday, and the other half takes off each Friday. For 9/80's, half the company would be off on one day, and the other half would take a different day off. Or perhaps the schedule might be staggered within a job function or department, ensuring consistent operational coverage.

- Another Northwest favorite is to schedule for half the team to leave early on a Friday and the other half to come in late on Monday morning. Some companies do not require employees to make up the time, while others have their employees work longer each day to make up for the absence.

To implement a summer schedule, take the following steps:

1. Determine if any employees cannot work the alternate schedule due to their job responsibilities or personal situation. How does this summer schedule look for them?
2. Next, look at calendars once you have selected a schedule or combination of alternative schedules. Change standing meetings to days when everyone will be in the office. Determine what you will do for the legal holidays if they are affected by the new schedule.
3. Document the "rules" through a written policy for the summer schedule, including start date, end date, and possible behaviors that could discontinue the program.
4. Communicate the rules to all employees—including a disclaimer that the company reserves the right to end the program if issues arise.
5. Ensure voicemail recordings, email auto-replies, and signature blocks are updated to inform others of the employee's new summer hours.
6. Lastly, track problems as they occur so that you can resolve them.



Katherine Kummerow | Sr. HR Advisor

ARCHBRIGHT NEWS

Join Archbright at the WA State SHRM Employment Law & HR Conference

The WA State SHRM Employment Law and HR Conference brings together HR professionals from throughout the state to learn and network with one another. This year's event is in-person, located at the Hyatt Regency Bellevue on Friday, March 11, and includes keynote presentations, breakout sessions, and a tradeshow. We encourage you to join us at this event to expand your knowledge, expertise, and professional network! Click [here](#) to register.

But perhaps the most challenging decision any attendee has to make when attending a conference is which breakout session to attend, picking from the many relevant and informative presentations in-store. Here's a preview of two presentations at the upcoming conference (you may even recognize one or both of the presenters!).



Remote Leadership, 9:45 AM-10:45 AM | Erin Jacobson, Director of Legal and HR Advice

The pandemic has magnified the challenge and importance of managers exemplifying effective and inspiring leadership. A healthy and productive workplace requires leaders to communicate with employees effectively, empathize with their struggles, and manage the inevitable change that occurs almost daily, all while maintaining accountability for legal and performance standards. This session will address the philosophical importance of providing effective and inspiring leadership while also sharing several practical, concrete examples of real-world strategies that have worked this past year to maintain employee engagement without sacrificing productivity.

Religion from a Legal Consideration, 2:00 PM-3:00 PM | Ben Eckhart, Attorney

This past year, religion in the workplace was top of mind for many employers because of mandatory vaccine mandates. Religious discrimination is illegal under Title VII. Yet, the EEOC receives close to 3,000 claims of religious discrimination every year, many of which include claims an employer did not accommodate a request for religious accommodation at work. This session will provide a summary of religion "101" in the workplace and teach attendees how to identify religious discrimination in the workplace, prevent it from happening, and respond if it arises. Attendees will also learn how to address religious exemptions to vaccines and acquire tools for administering exemption requests.



The Archbright Booths (Yes, there are two!)

Be sure to stop by the Archbright booth in between sessions and find out how we can help you grow talent at your organization—we'll have fun giveaways, a game, and a raffle! Plus, for the first time ever, we're excited to offer an opportunity to conference attendees to sample our HR Hotline and speak with a live HR expert at our second booth, the Archbright Lounge. We encourage you to spread the word to your business contacts who may need HR advice and aren't yet Archbright members. Attendees can schedule a 15-minute session with one of our HR experts, but there are limited appointments available, so attendees should sign up soon to secure their spot.

Have you checked mozzo recently?

Each day, our HR and safety experts are hard at work to bring members new and relevant resources and update outdated materials! In the Video Training Library, there's a Diversity Equity and Inclusion Track that has microlearnings on DEI-related topics, including subtle acts of exclusion, pronouns, and unconscious bias.

Here are some of the latest new and updated resources:

New:

- Fitness for Duty Form
- Company Property Policy
- Vehicle Usage Policy
- Media Relations Policy
- Job Posting Template
- Exempt Employees Under the FLSA
- Respiratory Protection Quickstart

Updated:

- Overtime Exemption Checklist
- Vacation Schedule Form
- Federal Contractors
- ADA Guide: Understanding the Impact of the Americans with Disabilities Act
- Legal Issues Involving Independent Contractors
- Infectious Disease Plan Checklist with COVID-19 Response

- Infectious Disease Preparedness Response Plan Template with COVID-19 Response
- Voluntary Respiratory Protection Program
- Respiratory Protection Program
- Washington Cares Fund
- WPFML Leave Request Form

If there are any resources you would like to see added to mozzo, please let us know at info@archbright.com.

SAFETY AND LOSS CONTROL

Addressing Workplace Violence During a Prolonged Global Pandemic

More than 24 months. That's how long employers have been juggling the complications of running a business during a pandemic. In the beginning, employers struggled to keep their doors open as mandates kept workers home. Then as employees returned to work, employers found themselves enforcing safety protocols that seemed to change from week to week and from one governing agency to another depending on where you looked. Workplace challenges have shifted yet again with recruiting struggles, and at this stage, it seems everyone is exhausted from the never-ending hurdles presented by the COVID-19 virus. Unfortunately, when individuals grow tired, frustrated, and stressed, the chance of violence in the workplace can increase. Many businesses report minor altercations with customers or employees who refuse to wear a mask or follow safety protocols where required. Workplace friction among employees is also up as they disagree on pandemic-related topics, like politics, possible conspiracy theories, and masking. With increased tension, now is a good time to check in with your employees and revisit your workplace violence policies and avoidance strategies.

What is Workplace Violence?

According to the Bureau of Labor and Statistics (BLS), workplace violence is the fourth leading cause of workplace death in the US and is the second leading causing of workplace death for women. Workplace violence is defined as any act or threat of physical violence, harassment, or intimidation, and it can come from anyone—customers, clients, co-workers, personal acquaintances, and even strangers. There are over two million cases of workplace violence every year, resulting in the loss of over one million workdays. The risk of workplace violence increases when employees work alone or in small groups, exchange money with the public, provide healthcare services, are in alcohol-serving environments, working at night, or work in higher-crime areas.



What Are the Warning Signs of Workplace Violence?

Although many people think of workplace violence as physical assault, it usually begins as harassment or bullying. When employers tolerate harassment, it

could just lead to valuable employees looking for other employment opportunities, or in some cases, it can turn to something worse. Violence is easier to prevent when you recognize warning signs and minor incidents are stopped. Warning signs can differ from person to person—they can include a history of violence, alcohol/drug use, family issues, absenteeism, depression, excessive complaining, policy violation, mood swings, paranoia, and aggressive attitudes. Educate employees to identify warning signs and know where to report their concerns. Train employees on available resources, such as Employee Assistance Programs to seek counseling for stressors before escalating to violence. Make sure that workers don't label individuals and avoid spreading rumors.

How to Respond to a Workplace Violence Event

When training your employees on how to handle workplace violence situations, ensure they know to secure their safety first in any threatening situation. They should always be aware of their surroundings, including available exit routes. Employees should notify HR if they are being targeted inside or outside of work and need an escort when they leave the premises. When responding to an event:

- Remain calm and evaluate the situation.
- De-escalate if appropriate.
- Contact a supervisor, manager, or emergency services.
- Leave the area if your safety is at risk.

If the aggressor is armed:

- Run—Leave belongings and exit the area.
- Hide—If running is not an option, stay out of view, be quiet, and have a planned escape route.
- Fight—As a last resort, fight against the aggressor, acting first and fast.

After an event, employees should follow check-in procedures and participate in follow-up investigations as needed. Employees should feel welcome to reach out with questions, concerns, or to gain assistance if needed.

Workplace violence can be stressful for all employees. Employers who have additional questions or need assistance with workplace violence programs are encouraged to contact the Safety Hotline at safety@archbright.com or through the mozzo chat feature.

Tiffany Knudsen | Content Manager



Consumer Price Index

US Cities Average—January 2022

CPI-W: 276.296 + 0.866% (1 month change) + 8.226% (1 year change)

CPI-U: 281.148 + 0.841% (1 month change) + 7.480% (1 year change)

Seattle/Tacoma/Bellevue—November/December 2021

CPI-W: 301.139 + 1.096% (bimonthly change) + 7.816% (1 year change)

CPI-U: 304.856 + 0.580% (bimonthly change) + 7.568% (1 year change)

1982-84 Base; CPI-U = Urban Consumers; CPI-W = Wage Earners & Clerical Workers

Please Notify Us of Staff Changes. Please take a moment to contact us to correct any staffing changes for your organization, including email addresses. **Email us at info@archbright.com.**

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We welcome your comments and suggestions.

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