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July 2 0 1 1

We Heard You!
Thank You For Participating
in the ERA Member Survey

In April we conducted a member survey and we want to thank all of you who participated and gave us such valuable feedback. It will be very helpful as we continue our strategic planning process. We also want to let you know what members had to say.

First, the bottom line is that a whopping 99% said you rate membership in ERA as excellent or good and 96% of you would recommend membership to others. Thank you for that vote of confidence! Some chose the "other" category regarding recommendation with comments such as, "It would depend upon their needs" or "While I do value ERA services, I have little opportunity to recommend services to anyone." We understand that sentiment and while we strive for 100%, we can only be humbled and thankful to all of you for the outcome and feedback. Now to some finer points:

25% of our members retain membership because of the breadth of HR Services. Closely following is 22% for the value. For specific services, the one most often mentioned was the hotline, followed by wage and benefit surveys, training, roundtables, affirmative

action plan assistance, legal briefings/updates, compliance services, and compensation services. In response to what additional services we could provide, there was no one area that was mentioned by a large number of participants. However, some of the suggestions included areas that we already cover such as: contract generalist assistance and recruiting (both covered by our HR on-site service); customized training, outplacement (both provided by our Training Department); background and reference checking (covered by our partnered service AAIM), and review of HR function (HR audits provided by ERA staff). Some of your suggestions also included networking events for members, online/web based instruction, shorter information sessions such as lunch-n-learn type topics, and additional senior-level roundtables on different days.

In the training area, 58% of members said the training programs are "just right" and 35% said "don't know." 84% said the training program content was "just right." Training expansion was requested in the leadership area by 17% of our mem-

(Continued on page 14)

Inside this issue:

- 1 ERA Member Survey
2 From the President
3 Survey Update
4 Upcoming Training
6 Compensation Corner
8 Member Highlights
9 New Members
10 Safety Spotlight
13 Law Review

Special points of interest:

- 7 Employer Health Coverage
11 ERA Special Events
12 Retaining Talented Employees





Jennifer Graft, SPHR

(New) Member Orientations

As you may know, ERA hosted our annual new member orientation in Cincinnati this month. All of our members were invited to come in to the office to get to know our staff, board members, and partnered services. It is always a pleasure to meet new and current members, learn about your business, and what brings you to ERA. I hope that you found the event useful, were able to take away some information that will be beneficial to your business, and will help keep you stay current, compliant, and confident. For those of you who were unable to attend, feel free to drop by and learn more about our office, our staff, and services.

The orientation program for our Central Ohio members will be held on Tuesday, August 9. If you haven't signed up already, please do so [here](#). We know you will find it to be a good use of your time.

There is always a way to stay abreast of courses we are offering, wage & benefit surveys that are currently open, and the schedule of roundtables. Here are a few sources you should access, which help you get the most return for your membership investment.

ERA Update

This is a short e-mail that goes out

once a week. It contains information on current class offerings, special events, and the surveys currently open for participation. Please make sure you have bhel-ton@hrxperts.org added to your e-mail "safe" list so that our messages don't get blocked!

Website

Your one stop for all of our services! You can download a copy of our training catalog, access survey reports, participate in upcoming surveys, see all of our upcoming events, sign up for a roundtable, and much more. All of our members are assigned a log-in and password when they join. If you don't know your log-in or password, please contact Jeff Lucas at jlucas@hrxperts.org.

Remember, no matter what your HR-related question may be, help is always a phone call or a click away. Please don't hesitate to contact us.





Here are the current survey deadlines:

- *The 2011 Year-End Holiday Survey: **Friday, August 5***
- *The 2011 Non-Profit Survey: **Friday, August 5***
- *The 2011 Policies and Practices Survey will be sent out on: **Friday, August 19***

Survey Update

With the release of the 2011 Executive Compensation Survey last month, we have now completed our main compensation survey series for 2011. These surveys cover data from several hundred local employers who reported salary and bonus information on over 30,000 employees in more than 375 jobs, from file clerks and production laborers all the way up to CEOs and other top executives. If you did not have a chance to participate in one or more surveys this year, they are available for purchase. Please contact the survey department for details.

The 2011 Year-End Holiday Survey questionnaire is now online! Please check your inbox for an invitation to participate. This short survey covers paid time off for Thanksgiving, Christmas, and New Year's for 2011 and 2012. Please take a few minutes to participate.

Our members who are non-profits also have the chance to participate in the 2011 Non-Profit Compensation Survey, due on August 5. This comprehensive survey covers 91 positions common to many non-profits, from entry-level all the way up to Executive Directors.

As a non-profit, are you worried about justifying your salaries to the

IRS? IRS Form 990 requires non-profit organizations to list the compensation of their Officers, Directors, Key Employees, and Highest Compensated Employees. In order to avoid an audit, the IRS recommends listing "reportable compensation from related organizations," such as an independent salary survey. By participating in our non-profit survey, you can get reliable data from an independent source at no additional cost!

Please contact the Survey Department at 513-679-4120, toll free at 888-237-9554, or contact Douglas C. Matthews at dmatthews@hrxperts.org if you have any questions about our survey processes or need assistance with completing your survey questionnaires.



Doug Matthews, PHR

**Date:**

Wednesdays, August 3, 10, 17, 24, 31 & September 14, 2011, no class Labor Day week

Time: 8:15 am - 12:15 pm

Location:

ERA Cincinnati Office

PHR/SPHR/GPHR

Recertification Credits: 24



CEUs: 2.4

CPEs: 24 management

Member Fee: \$400.00

***Non-member Fee:** \$560.00

Member Discount

Register three or more people at least 14 business days prior to the program to qualify for a 5% Group Discount. Members who are paying 14 business days prior to the program may also take a 5% Earlybird Discount.

*Pre-payment is required for non-members.

To register, e-mail

training@hrxperts.org

or call 513.679.4120

Who Should Attend?

Any manager or supervisor with six months or more experience. Less than six months should consider *Making the Transition to Supervisor*.

Excellence in Leadership I

Benefits of Participation

This intensive workshop is a key component of the core "Excellence in Leadership" series for managers and supervisors. Participants will be exposed to a variety of competencies necessary to be successful leading others in today's complex workplace. Highly interactive, participants will apply what they learn while in the classroom.

Learning Objectives:

- Adopt the qualities of a great leader
- Use authority and influence appropriately
- Flexing leadership styles to meet the needs of team members
- Discover the "true" nature of motivation
- Utilize motivational techniques to get better results
- Identify the laws that govern the workplace such as Title VII, FLSA, FMLA, OSHA, ADA and many more

- Avoid common leadership landmines that land them and companies in legal trouble.

About your instructor...

MaryAnn Lohmueller, Learning and Development Consultant, leads this informative and important growth opportunity course. Her 20 years of professional experience show in the classroom through her practical, responsive, highly energetic, and interactive style.

CANCELLATION POLICY:

Substitutions may be made at any time prior to the first class session. No-shows or cancellations in writing within 2 full business days will be charged.

**Date:**

Wednesdays, August 10, 17,
24 & 31, 2011

Time:

8:30 am - 3:00 pm
Lunch is included

Location:

ERA Columbus Office

PHR/SPHR/GPHR**Recertification**

Credits: 24



CEUs: 2.4

CPEs: 24 management

Member Fee: \$400.00

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*Pre-payment is required for non-members.

To register, e-mail

training@hrxperts.org

or call 614.538.9410

Who Should Attend?

Current or future HR generalists, managers and others overseeing HR functions.

Human Resource Management I

This comprehensive 24-hour program provides an intensive overview of the key elements of the contemporary HR function. Participants are offered practical, usable ideas and suggestions for handling HR matters. The focus is on learning "what questions to ask" rather than trying to provide all the answers in the ever-changing, complicated HR field.

Learning Objectives:

- Identify and apply federal/state laws to your workplace rules and standards
- Master the employment process/employee relations/record-keeping requirements
- Comply with Equal Opportunity rulings
- Grasp compensation/benefits administration principles
- Improve communication and employee training.

About your instructor...

Lori Hall, SPHR, HR Consultant is a versatile human resources professional with more than 15 years of combined experience in the manufacturing, service, and healthcare industries including a home health care company and a cardiology practice. Lori is well-versed in training and development, employee relations, benefits administration, and policy development, with an understanding of both the employer and employee perspectives.



Lori Hall, SPHR

CANCELLATION POLICY:

Substitutions may be made at any time prior to the first class session. No-shows or cancellations in writing within 2 full business days will be charged.

Compensation Corner



Terry Henley, CCP, SPHR

Flexible Workplace

Implementing a flexible workplace might be a way for you to reduce your turnover, by making your employees happier, and hopefully, more productive. Many cutting-edge U.S. employers are developing successful work-fit practices—and reaping positive outcomes that employers attribute to their flexible and effective workplace practices and culture. Below are some examples.

The Families and Work Institute (FWI) and the Society for Human Resource Management (SHRM) released the **2011 Guide to Bold New Ideas for Making Work Work** in March 2011, featuring the latest winners of the **Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility**.

The guide profiles innovative practices “from 425 employers that are creating effective and flexible workplaces to make work ‘work’ better for both the bottom line and for employees.” The guide represents employers of different sizes, industries and regions, selected through a rigorous application process that incorporates an employer and employee survey. For example, **BDO USA, LLP**, has developed a formal strategy, BDO Flex, to help everyone in the firm achieve the optimal work-life fit, using a combination of formal arrangements, informal day-to-day flexibility, and a paid-time-off program. “A workplace with more options does involve upfront costs,” said General Counsel and BDO Flex Chair Barbara Taylor, “but those expenses are far outweighed by long-term benefits, not the least of which is the ability to retain staff.” Besides more flexible work schedules, and time-off policies, they use telecommuting, rotating compressed workweeks, and shared office plans that more efficiently use smaller office space, and save money on real estate.

Cisco Systems Inc., for example, has formalized and expanded their support of workplace flexibility. Cisco employees commonly cite workplace flexibility as a key attribute they like about the company, and flexibility was the most commonly cited positive attribute identified in a series of 73 global focus groups conducted throughout the company. Cisco states that technology and workplace flexibility have reduced organizational costs, including cutting travel by two-thirds, and reducing real estate footprint. By mid-2010, approximately 90 percent of its worldwide employees were covered by telecommuting and flextime policies, as well as formal flexible options of part-time and remote work (full-time work from an employee’s home).

Dow Chemical Company launched a new component to its flexibility options. Primarily to address an aging workforce and the potential loss of their seasoned workers’ expertise, the company introduced scheduling options for those transitioning into retirement. Employees can move to a part-time, telecommuting or job-sharing schedule with no loss of benefits and no increase in medical premiums. All employees have laptop computers and many have BlackBerry devices and cell phones, enabling them to work outside the office. Dow said these workplace features increase employee engagement, help attract top-quality job candidates and generally strengthen business results. Another innovative practice lets employees donate their paid time off to co-workers with pressing family or medical issues, allowing them to continue collecting up to 100 percent of their pay after they have exhausted their paid-time-off days.

(Continued on page 7)

Flexible Workplace

(Continued from page 6)

However, a recent survey conducted by the Society for Human Resources Management (SHRM), **2011 Employee Benefits**, reported that flextime and telecommuting actually have decreased, from 2007 – 2011, from 58% to 53% for flextime and from 48% to 42% for telecommuting. This is an indication that most employers still are more comfortable with traditional work schedules and on-site presence of their employees. Would a flexible program energize your company? Maybe it is a strategy to consider!

Should you need assistance in reviewing your existing compensation and performance management programs (to maximize their effectiveness and your return), or need ERA to create a program that meets your organization's unique needs, please contact Terry Henley, CCP, SPHR, Director of Compensation Services for ERA, at thenley@hrxprerts.org or 513-679-4120.

IRS Requests Comments Concerning Employer Health Coverage



The IRS requests comments to initiate the development of regulatory compliance regarding shared employer provisions in Code Sec. 4980H. The provisions apply for months beginning after December 31, 2013, in reference to health coverage provided by employers to full-time employees.

The notice invites comments on a number of possible rules, definitions, and approaches that may be incorporated as future proposed regulations. The department of the Treasury, the Department of Labor, and the Department of Health and Human Services are working together to coordinate efforts on the shared employer responsibility provisions, the 90-day limitation on waiting periods, the automatic enrollment for employees of large employers and other provisions of the Patient Protection and Affordable Care Act (PPACA).

One of the main issues available for commentary is the definition of an employer, full-time employee, and hours of

service. Also, comments are requested on the challenges employers may face in being able to offer coverage to certain categories of employees even after the changes made by the PPACA to the group insurance market.

To submit comments by e-mail:

notice.comments@irs council.trease.gov. Include "Notice 2011-36" in the subject line.

Mail to: Internal Revenue Service,
CC:PA:LPD:PR (Notice 2011-36), Room
5203, P.O. Box 7604, Ben Franklin Sta-
tion, Washington, DC 20044



*Welcome, new
members to ERA!*

Member Highlights

ESCO Corp



ESCO is a leading designer, developer and

manufacturer of highly engineered wear and replacement products used in mining, infrastructure development, power generation, aerospace, and industrial applications.

M-E Companies, Inc.



M-E Companies, a management and engineering firm, assists clients with planning, design, and implementation

of public and private infrastructure and building projects. They specialize in providing comprehensive management and design services from conception through completion.

Warren County Community Services



Warren County Community Services, Inc. (WCCS) is a nonprofit 501 (c)3 organization that has served Warren County, Ohio, since 1966. WCCS is the largest and most comprehensive non-profit, charitable, social-service agency in the area offering Affordable and Safe Housing, Aging Services, Early Learning Centers, Emergency Assistance, Meals on Wheels, retired and Senior Volunteer Programs, Family Services, Weatheriza-

Sugar Creek Packing Co.



Founded in Washington Court House in 1966, Sugar Creek Packing Co. began as a bacon manufacturer. Sugar Creek operates six facilities

in three states, providing a wide assortment of raw and fully cooked pork and turkey bacon products. Although their roots were planted as a bacon company, Sugar Creek has grown into a flourishing food company. They offer a wide range of products and can provide the flexibility required to develop custom food solutions for their business partners and customers.

Freeman Schwabe Machinery



Based in Cincinnati, Ohio Freeman Schwabe specializes in the Design and Manufacturing of the most complete

line of Die Cutting Hydraulic Presses and Automatic cutting Systems. Die Cutting is the process of using a die or shear on low strength materials, such as rubber, fiber, cloth, paper, corrugated fiberboard, paperboard, plastics, pressure sensitive adhesive tapes, foam and leather.



*These companies
have recently
joined ERA:*

New Members

Delta Private Jets is located in Cincinnati, Ohio. Stacey Windows is Manager of Human Resources.

ESCO Corporation is located in Covington, Kentucky. Cal Collins is the CEO.

Freeman Schwabe Machinery is located in Batavia, Ohio. Greg DeFisher is the CEO.

M-E Companies, Inc. is located in Westerville, Ohio. Timothy Foley is the President/CEO.

ROL-Tech, Inc. is located in Fort Loramie, Ohio. John Hay is the Controller.

Sugar Creek Packing Company is located in Cincinnati, Ohio. John Richardson is the President/CEO.

Warren County Community Services is located in Lebanon, Ohio. Thomas Salzbrun is the Executive Director.

Safety Spotlight

Preparation is Key to Preventing Workplace Violence

Violence in the workplace can be devastating. The emotional and economic turmoil can be immense. No matter how many people are involved, it creates a ripple effect, diverting attention and resources away from the business. It requires management attention at some level, most often immediate supervisors, HR managers, and staff, but can also involve senior management, safety and security personnel, and legal advisors. Preparation is critical to preventing workplace violence.

Employers can start with the hiring process. Don't be afraid to ask interview questions about past behavior and reactions to high stress or conflict situations. Employers should design background screening programs appropriate to manage the risks in their industry and apply them consistently - including to employees who might be hired through nepotism.

All employees need to learn to watch for triggers and escalating behaviors. Any behavior that makes employees uncomfortable or leaves them feeling intimidated is cause for alarm. These behaviors may include being disruptive, aggressive or hostile. Experts say to take these behaviors seriously and report anything out of the ordinary to a supervisor, HR, or anyone else in a position to act on the information. Employees should be told that the organization will not tolerate retaliation against them for reporting.

Organizations should contact local law enforcement agencies to review threat notification and evacuation plans. Police departments often have community resource officers tasked with these duties. Ask for tips on how to shorten response time.

Experts say that the best way to ensure a good outcome is to practice. Organizations should run drills of violence scenarios once or twice a year so that employees know exactly what to do. Tell employees that a drill will take place on a specific day but not the time so there is some element of surprise. Employees should know where all the exits are and where they should go.

When violence happens, communicating with employees quickly and effectively is paramount. The most effective way is automatic messaging employees' desk phones and cell phones. Text messaging is usually quickest. Organizations should consider how they can use their public address system during a crisis - is there a code word that can be used to alert employees? Think about how to tell employees where to hide or escape without alerting the perpetrator.

These good preparation strategies can help employers mitigate workplace violence concerns.



Ohio BWC Safety & Hygiene Training Center Classes for Ohio Workers

Dozens of training courses are available through BWC's Division of Safety & Hygiene. These courses are offered through the training center in Pickerington at the Ohio Center for Occupational Safety and Health (OCOSH), at branch sites and BWC service offices across the state, including Toledo, Cincinnati, Canton, Cambridge, Portsmouth, Youngstown, and Cleveland. Employers may enroll any number of employees at no additional cost.

To enroll or learn more about the courses available July 2011 - June 2012, call 1.800.OHIOBWC, or visit the BWC Learning Center, click [here](#).

Columbus Training

Making the Transition to Supervisor will take place on Thursdays, August 4, 11, 18 & 25, 8:15 am - 12:15 pm

HR Management I will take place on Wednesdays, August 10, 17, 24 & 31, 8:30 am - 3:00 pm

Workplace Harassment for Non-Managerial Staff will take place on Wednesday, August 10, 9:00 am - 12:00 pm

Avoiding Liability Landmines will take place on Tuesday, August 23, 8:30 am - 4:00 pm

Cincinnati Training

The Role of the HR Assistant will take place on Thursdays, August 11 & 18, 9:00 am - 12:00 pm

Communication Skills for Teamwork will take place on Thursday, August 18, 8:30 am - 3:00 pm

Avoiding Liability Landmines will take place on Tuesday, August 23, 8:30 am - 4:00 pm

Human Resource Management I will take place on Thursdays, August 25, September 1, 8, 15, 22, 29, 8:30 am - 11:30 am

Discipline & Discharge for Managers and Supervisors will take place on Tuesday, August 30, 8:30 am - 12:15 pm

Complete Compensation: Design & Implementation will take place on Tuesdays, August 30, September 6, 13, 20 & 27, 8:30 am - 12:30 pm

To register for classes, e-mail training@hrxperts.org or call 888.237.9554.

ERA Special Events

Legal Breakfast Briefing *Cincinnati*

"Discipline & Alternatives To Discipline: Which To Use and When"

Matthew A. Rich -
Katz, Teller, Brant & Hild

Tuesday, August 16
8:30 am - 9:30 am
ERA Cincinnati Office

Member Fee: \$25.00

[To Register...](#)

Legal Breakfast Briefing *Columbus*

"No Union, No Problem? Think Again! A Review of Recent Labor Law Developments Impacting All Employers"

Nelson D. Cary
Vorys, Sater, Seymour and Pease LLP

Tuesday, August 16
8:30 am - 9:30 am
ERA Columbus Office

Member Fee: \$25.00

[To Register...](#)

Issues Forum

Health Care Reform: A Toolkit for Decision-Making

With the uncertainty surrounding Health Care Reform, you need to plan for the "what if" scenarios, so you are prepared to implement required changes.

Join us for an overview of the current state of Health Care Reform based on the law as we know it.

Cincinnati
September 8, 2011
8:00 am - 9:30 am
ERA Office

Columbus
Date & Time Coming Soon!

ERA Six Month Training Catalog Now Available!
July—December 2011

[Cincinnati Catalog](#)

[Columbus Catalog](#)

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Retaining Talented Employees After the Recession

A survey done by Mercer reported that 32% of American workers are considering leaving their organization and 53% of employees admitted that they have mentally checked out of their jobs. These numbers demonstrate that as the recession comes to an end, more employees may be willing to change jobs than in the past. As opportunities for new positions become available, employees who have become disengaged with their jobs/organizations will want to move on to something new. The problem for organizations is that the first of these employees to leave will most likely be the best and brightest because for these employees finding another job will be easier than for others. This could cause a huge decline in talent at an organization in a relatively short period of time.

So what can organizations do to ensure that their best and brightest stay with the company? Find out what engages them in their job. Find out what aspects of their job or work-life are causing problems. Listen to employees and determine if there is anything that the organization can do to improve the situation. The ERA Employee Engagement Survey covers 11 different areas of employment and can give your employees an opportunity to communicate their concerns. It can also help to iden-

tify some of the top reasons employees may leave the organization. ERA also offers an Express Survey which consists of ten items and deals exclusively with employee engagement.

The fear of losing talented employees should not be the only reason to survey your employees. Higher levels of engagement have been found to be beneficial to the organization's bottom line. A study done by Global Workforce reported highly engaged employees outperformed their peers by 28% and organizations with low employee engagement saw a decline in operating income of more than 32%. The last few years have been hard enough for businesses without making it worse because employees aren't engaged. If you haven't "taken the pulse" of your employees lately, you may not know your vulnerability.

If you have any questions on how ERA can help you assess your employees' engagement levels please contact Carol Reubel or Jeff Lucas in Cincinnati at creubel@hrxperts.org or jlucas@hrxperts.org or 513-679-4120 or Lori Hall in Columbus at lhall@hrxperts.org or 614-538-9410.

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The Law Review

Have you been looking for a way to increase your employee's productivity while at the same time reducing costs, and make your employees feel they are trusted and have more independent decision-making authority? Well, many organizations believe that there is such a magic elixir out there and all it takes is to encourage employees to take unlimited vacation time!

But even for those organizations that swear by this radical sounding policy, this amazing concept does have some limits. First of all, you would not be (hopefully) offering this unlimited vacation time to all employees - only to employees that you have properly classified as exempt under the Fair Labor Standards Act. For employees not classified as exempt, an employer is required to pay them for all hours "suffered or permitted" to be worked - even if the hours are worked at home, on the weekends or on the ball field. Second, you would only offer this perk to those exempt employees that you feel confident will have the incentive to get their work done and still strive to do a good job. Correctly identifying these kinds of employees allows you to show them that you trust them to do their work on their own time, to do a good job and to still manage their vacation days-which can create both a boost in their morale and a boost in their productivity. In other words, you don't want to offer this opportunity to those exempt employees that enjoy sitting behind their desks and doing nothing productive but are just trying to look beyond and keep up the illusion of being committed to productivity.

In fact, the organizations that are sold on the benefit of this unlimited vacation opportunity emphasize that it doesn't seem to cause employees to take a significantly greater amount of vacation than they were granted before. They may take a

couple more vacation days during the year but the organizations report that when these employees are actually "at work", they are more engaged and productive (some say by as much as 30% more productive by making better use of the time they do spend working.)



Tom Eberwein, J.D., SPHR

The biggest intangible claimed by those organizations who believe in the concept of unlimited vacation is that it both encourages employees to have a more balanced life and it encourages employees to explore interests outside of the workplace (because they now have more available free time to do so). To be fair, however, these same organizations also concede that some employees, when given unlimited vacation, actually perceive it as having "no vacation at all." These organizations report that some employees have pushed back against this unlimited vacation notion, thinking that their employer is really just pulling the rug out from under them by taking traditional "defined" vacation entitlement away.

So what other potential negatives are there to allowing unlimited vacation? The most obvious would be the potential for employee abuse. Because some proponents have reported such abuse, they have found it necessary to limit how much time employees may take off at one time. They also have had to implement companywide systems requiring preapproval of vacation time to discourage abuse. They also have had to devote more time to ensure fair and equal treatment across the entire organization because of abuse.

(Continued on page 14)

Law Review continued



(Continued from page 13)

Other perceived negatives that organizations implementing unlimited vacation have reported are: the uncertainties, created by not knowing for sure when and how long people will be out; legal risks such as claims of differential and/or discriminatory treatment because of the differences between those that are allowed unlimited vacation and those who are not, potential FLSA claims if employees are later found to have been misclassified, and FLSA wage claims based on what is done with earned vacation (or other kinds of traditional time off, should you decide

to broaden the unlimited time off to sick time or personal days) that is already “on the books.”

In the final analysis, unlimited vacation (or the other kinds of time off in a broader unlimited time off policy) may have many benefits and even cost-saving impact. But certainly before you jump into these murky waters, you better have some good idea of just how deep they are. That’s what I think. How about you?

ERA Member Survey continued

(Continued from page 1)

bers, HR by 16% and personal development by 10%. A little over 22% suggested webinars and 16% would like on-line courses. We will be looking into these areas. Finally, 80% said additional safety courses or services are not needed.

Of those who are government contractors or subcontractors, 52% of you utilize ERA to assist you with your **Affirmative Action Plan**. There were comments about needing help or needing a plan for the first time, so we hope to be able to assist even more of you in the future!

81% of participants rate our **website** as good. There were requests for more content in the Library section, so we will be evaluating documents to add to that area soon.

28% of the participants have done an **employee survey** in the past 5 years. ERA assisted 29% of those members with their survey.

45% of the respondents have a formal **compensation** program and 29% of

them have used ERA to assist with compensation issues or programs.

96% of you think the monthly ERA Insight **newsletter** is useful and 71% think the **weekly** ERA Update e-mail newsletter is useful. Some of you said you weren’t aware of either the weekly e-mail or monthly newsletter. If you would like to receive the newsletters, please let us know so we can add you to the distribution list! Some suggestions for improvement to the newsletter include a section for members to write in and ask a question, more about strategic HR and less about compliance and regulations, more information dealing with compliance (well, we can’t do both of those competing suggestions!), and more compliance information on the state level.

Thank you again to all who participated. If you did not get a chance to participate but would still like to give us feedback, or if there is more feedback you wish to provide, please feel free to e-mail us at info@hrxperts.org. We would love to hear from you!

Employers Resource Association

Cincinnati: 1200 Edison Drive

Cincinnati, OH 45216-2276

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Columbus: 300 East Broad Street, Suite 550

Columbus, OH 43215-3774

Phone: 614.538.9410 | Fax: 614.538.9420

Toll free: 888.237.9554

www.hrxperts.org

Do you need more information about a service or program offered by ERA?

Would you like to talk to one of our experts in a particular speciality?

Here's a list of some of our most popular services, and the main contact person for each of them.

In Cincinnati, please call: 513.679.4120 | In Columbus, please call: 614.538.9410

	Cincinnati	Columbus
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