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August 2012

# The National Labor Relations Board Strikes Again

## Requesting Confidentiality in-going Workplace Investigation Violates the NLRA

In its most recent pronouncement, the NLRB has stymied a long-standing practice of most employers, i.e., to request that employee-witnesses of an internal workplace investigation maintain confidentiality. Until approximately 1 year ago, most employers did not request such confidentiality, they demanded it. However, after the NLRB issued rulings indicating that such demands were violations of Section 7 (the right of employees to engage in concerted protected activity), most employers scaled back demands of confidentiality to mere requests for confidentiality.

The significant distinction between a demand versus request is that an edict, could result in disciplinary action. Regardless of whether the statement of confidentiality comes in the form of a demand or request, the Y a d` c m Y f D g` c V ^ Y Wh ] j Y` NLRA rights, rather to protect the privacy of parties that are the subject of serious workplace allegations and to protect the integrity of the investigation into such claims. However, the NLRB disagrees.

On July 30, 2012, in Banner Health System d/b/a Banner Estrella Med. Ctr., 358 NLRB 93, the NLRB resolved any lingering confusion about whether

a request for confidentiality unaccompanied by any threat of discipline constituted a violation of the NLRA in the same way as a demand. The facts in Banner are fairly straightforward and quite common. In connection with an on-going investigation into claims of employee misconduct, a human resources professional requested that employees who had been interviewed not discuss the matter with co-workers.

text, the request for confidentiality should be treated differently because it does not impose any threat of discipline. Instead, the NLRB took the view that even in the absence of a threat, the chilling effect on an employee is present and therefore, can be construed as coercive.

The Board also found that in this case the protection of Section 7 rights outweighed any arguments pertaining to preserving the integrity of the investigation or privacy concerns.

(Continued on Page 2)

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Importantly, here, the ruling prevents employers from adopting a blanket practice to request confidentiality for every internal investigation. In instances where the employer can demonstrate that an actual threat exists to the integrity of the investigation, the employer may issue a confidentiality request.

This ruling is yet another sign of the 6 c U f X Đ g ĩ Wc b h ] b i Y X ĩ d i g \ expanding the scope of Section 7 protections. As indicated above, Section 7 protects rights of both union and non-union employees to engage in concerted protected activity for mutual aid and protection. The Board continues to aggressively attack workplace policies, e.g., social media, in a way that could afford employees far -reaching rights under Section 7.

In addition to its increased enforcement activities, the NLRB recently launched a new webpage entirely devoted to explaining protected concerted activity.



Tammy Bennett, Esq.

; ] j Y b ĩ h \ Y ĩ B @ F 6 Đ g ĩ U [ [ f Y g g and public outreach, employers may expect to see an increase in the number of unfair labor practice charges.

Prudent employers will take steps to ensure that their policies and practices X c ĩ b c h ĩ f i b ĩ U Z c i ĩ ĩ c Z ĩ h \ Y ĩ Based on this case, it is imperative for human resources professionals who conduct internal investigations to understand the practical application of balancing seemingly competing requirements set forth by the NLRB and the EEOC.

On September 13, 2012, ERA will be hosting a training session: Investigating Employee Complaints and Misconduct in Columbus and on December 6 in Cincinnati.

For more information or to register, please contact Employers Resource Association at 513.679.4120 or click [here](#).

# ERA Can Provide the Required Management Review of Your AAP

Preparing and implementing an Affirmative Action Plan involves much more than simply conducting an annual analysis and producing the required reports. There are a whole host of responsibilities that fall to members of top management, front line supervisors, and the Human Resource department during the course of the AAP Plan Year.

One of those responsibilities is to conduct an annual Management Review of your AAP (CFR 41 Part 60 -2.17).

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H \ Y ĩ A U b U [ Y a Y b h ĩ F Y j ] Y k ĩ ] g ĩ h U ] ĩ c f Y X ĩ h c ĩ Y U W \ ĩ c f [ U b ] n U ĩ h o u r s D e p e n d e n t ] b Z c the level of information necessary for each group.

= Z ĩ m c i ĩ b Y Y X ĩ U g g ] g h U b W Y ĩ i b X Y f g h U b X ] b [ ĩ m c i f ĩ c V ĩ ] [ U h ] c b g ĩ Z c f ĩ U ĩ A U b U ERA to conduct your annual Management Review, please let us know and we will be happy to assist you. Give us a call at 888.237.9554 or e-mail Lori Hall at [lhall@hrxperts.org](mailto:lhall@hrxperts.org) or Carol Reubel at [creubel@hrxperts.org](mailto:creubel@hrxperts.org) or Carolyn Potter at [cpotter@hrxperts.org](mailto:cpotter@hrxperts.org).

# From the President



Jennifer Graft, MBA, SPHR

*The  
Power  
and  
Value  
of  
Roundtables*

Many of our Members participate in our various roundtable discussion groups which provide an informal vehicle to network with peers and share experiences, information, and challenges. ERA sponsors a wide variety of roundtables: Human Resources, CEOs, CFOs, and Safety.

ERA offers 6 HR roundtables in the Cincinnati area (including Northern Kentucky and Dayton) and 4 HR roundtables serving our members in Columbus.

The roundtables strictly adhere to the U X U [ Y c Z k \ U h [ c Y g c p h U m g U h U f c i b X h U V Y though, here are a few of the popular topics discussed in HR Roundtables and resolutions to issues they face through their active participation. While a wide variety of HR topics are discussed each month, FMLA intermittent leave issues and concerns always seem at the top of the list of the most discussed topics.

Containing healthcare costs and the impact of wellness efforts as well as keeping up with the upcoming implementation of the Affordable Care Act are also popular subjects, too.

Participants also use the roundtables for ideas on how to effectively meet the challenges of getting supervisors and managers to understand the importance of documenting performance and also keeping morale high when the company cannot afford wage/salary increases.

Is your organization challenged to find qualified job candidates or learn how

the latest NLRB rulings impact employers? ERA roundtable participants assist each other by sharing their best practices.

Generally, a member bringing an issue to the group will receive input from at least one or two other members. Even members who have not had a similar experience will offer thoughts and recommendations on the situation. Because each of the HR Roundtables are Z U W] h U h Y X V m c b Y c Z 9 F members are able to receive follow up information and samples of programs and policies from the ERA HR Library.

Some of our Columbus Roundtable participants belong to a LinkedIn Group and use it to conduct quick polls and surveys if they need assistance on what other companies are doing in an U f Y U ž g i W U g ž I 8 c m c i d Z Y f Y b h ] U 3 = Z g c ž \ c k a i

ERA also offers roundtables for CEOs and CFOs. Just recently, ERA added a roundtable for senior HR executives from some of our larger global members, each of whom is challenged with managing multi-national workforces. Some of their topics included the impact of wellness programs on the overall cost of healthcare and development of high-potential employees.

All ERA members are welcome to participate in our roundtables and I am sure that you will find the experience of regular meetings with your peers to V Y V c h \ Z i b U b X Y X i W U h ] c to register É just click [here](#), or call me for more information.



# Survey Update



Here are the current survey deadlines:

*The 2012 Policy And Practices Survey: Friday, September 4*

*The 2012 National Sales Compensation Survey will be sent around: Friday, September 7*

*The January -June 2012 Turnover Survey: Wednesday, September 19*

The Dog Days of Policies and Practices



Do not spend some time in your cool, air-conditioned office making sure that with your local and national competitors annual update to our comprehensive benefits survey.

The 2012 Policy and Practice Survey covers local data for healthcare, disability insurance, vacation time, PTO, and much more. Participants in this survey will receive a free copy of the report. This is a great way to find out how your company stacks up against your competitors, and to see how other companies are dealing with the effects of the recession.

I realize that this survey can be long and have to be completed in one sitting. The survey has a save and continue later feature, which will allow you to save each page to make sure that your data is preserved.

## Mini Surveys

The last mini survey of the year, the January - June 2012 Turnover Survey, is currently running. Please click [here](#) to access your copy.

337 companies participated in the 2011-2012 Year End Holiday Survey, and provided their closing plans for Thanksgiving, Christmas, and New Year's.

Please check the Website for a copy of the report. Also, please visit the website for a copy of the 2012 Wage and Salary Adjustment Report.

Further analysis of the Wage and Salary Adjustment Survey is provided on Page 13 & 14 of this newsletter.

Please contact the Survey Department at 513.679.4120, toll free at 888.237.9554, or e-mail Douglas Matthews at [dmatthews@hrxperts.org](mailto:dmatthews@hrxperts.org), if you have any questions about our survey processes or need assistance with completing your survey questionnaires. We are here to help you and we thank you for your participation.



Doug Matthews, PHR



# Leadership Skills for Group Leaders II

Date:  
Tuesdays,  
September 18 & 25, 2012

Time :  
8:15 am | 3:45 pm  
Lunch is included

Location:  
ERA Cincinnati Office  
1200 Edison Drive  
Cincinnati, OH 45216

PHR/SPHR/GPHR  
Recertification Credits: 13

CEUs: 1.4

CPEs: Not available

Member Fee: \$300.00

\*Non -member Fee: \$420.00

Member Discount:  
Register three or more people at least 14 business days prior to the program to qualify for a 5% Group Discount.

\*Pre-payment is required for non-members.

To register, e-mail  
[training@hrxperts.org](mailto:training@hrxperts.org)  
or call 513.679.4120.



This program builds on the skills of this program is improving communication with team members. The importance of influence is discussed and how communicating to influence greatly enhances outcomes. Modules on coaching for performance improvement and a look at delegating to get the job done rounds out this valuable program.

### Learning Objectives:

- j Improve communication and influence through an assertiveness self - assessment
- j Overcome aggressiveness (active and passive) and submissiveness and communicate assertively
- j Apply six -step technique to coach for improved performance
- j Develop effective praising techniques and provide good feedback
- j Effectively delegate to provide growth opportunities to team members

\*Part two of the series

### About your instructor ...

Jerry Yingling, PHR, Learning and Development Consultant, leads this program. Jerry shares his knowledge and experience from a wide range of industries with participants.



Jerry Yingling, B.S. Ed.

### 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:  
Wednesday,  
September 12, 2012

Time :  
8:30 am - 5:00 pm  
Lunch is included

Location:  
ERA Columbus Office  
300 East Broad Street, Suite 550  
Columbus, OH 43215

PHR/SPHR/GPHR  
Recertification Credits: 8

CEUs: 0.8

CPEs: Not Available

Member Fee: \$200.00

\*Non -member Fee: \$280.00

Member Discount:  
Register three or more people at  
least 14 business days prior to  
the program to qualify for a 5%  
Group Discount.

\*Pre-payment is required for non-  
members.

To register, e-mail  
[training@hrxperts.org](mailto:training@hrxperts.org)  
or call 614.538.9410.



# Affirmative Action Planning Requirements

Affirmative action requirements can be very confusing and overwhelming, especially to individuals new to the equal opportunity officer responsibilities. This class is designed to provide the information necessary to allow participants to more competently prepare their AAP.

## Learning Objectives:

- Master the essential concepts of affirmative action
- Identify the more significant regulations requirements
- Utilize a self-audit tool to facilitate your efforts to ensure compliance
- Adopt sample language to provide a basis from which you will be able to develop your own language
- Discuss some of the current challenges associated with affirmative action
- Outline a typical random audit process

\*While this program will increase the d U f h ] W] d U b h ð g ` \_ b c k ` Y X [ Y tive action, it is not a replacement for legal advice. Sample language examples provided within the text should be reviewed by your legal counsel prior to implementation.

## About your instructor

Lori Hall, SPHR, Manager, HR Consulting Services , leads this program. Lori earned her Bachelor of Arts degree from Wright State University, and Senior Professional in Human Resources (SPHR) certification from the Society for Human Resources Management.



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.





# New Members

Active Radiator is located in Dayton, Kentucky. Kelly Mathis is the Human Resource Director.

Aida -America Corporation is located in Dayton, Ohio. Mr. Jim Danzi is the Sr. Director of Finance.

Affordable Language Services is located in Cincinnati, Ohio. Ms. Lynn Elfers is the CEO.

Campbell Hausfeld is located in Harrison, Ohio. Mr. Terry Atwater is the President.

Contemporary Arts Center is located in Cincinnati, Ohio. Ms. Raphaela Platow is the Director.

LeSaint Logistics is located in Romeoville, Illinois. Mr. Jeff Pennington is the President.

Nurse Medical Healthcare Services, Inc. is located in Grove City, Ohio. Ms. Johnnie L. Berry is the President/CEO.

Ohio Community Development is located in Columbus, Ohio. Ms. Suzette Grant is the Director of HR.

Preferred Living is located in Westerville, Ohio. Ms. Jennifer King is the COO.

Smith & Schaefer, Inc. is located in Cincinnati, Ohio. Mr. Tom Stollenwerk is the President.

Stagnaro Distributing is located in Cincinnati, Ohio. Mr. Mike Stagnaro is President.

The Business Backer is located in Cincinnati, Ohio. Mr. Jim Salters is the CEO.

Thompson Plumbing Heating & Cooling is located in Cincinnati, Ohio. Mr. Dave Hanna is the CFO.

Vineyard Church Northwest is located in Cincinnati, Ohio. Mr. Dave King is the Executive Pastor.

*These companies have recently joined ERA:*

*Thank You!*



## ERA People on the Move

ERA is pleased to welcome a new employee. Danyette Foulks -Young has joined us as Cincinnati members with Employee Engagement Surveys, Affirmative Action Plans, and 360 Degree Reviews.

Danyette is a graduate of Marquette University. She has worked both with non-profit and for profit organizations. In various positions she has been responsible for recruiting and managing a staff of temporary workers, HR generalist duties, and assisting people with reentry into the workforce.

Please join us in welcoming Danyette as she settles into her new role. If you have any questions about Employee Surveys, Affirmative Action Plans, or 360 Degree Reviews, Danyette can be reached at [dyoung@hrxperts.org](mailto:dyoung@hrxperts.org) or 513.679.4120.

# Member Highlights



*Welcome, new members to ERA!*

*Thank you for your membership!*

## Stagnaro Distributing



Stagnaro Distributing, LLC operates out of a 150,000 square foot facility located at 351 Wilmer Avenue, in Cincinnati, Ohio. They service 8 counties in Southwest Ohio selling approximately 4.5 million cases annually to approximately 1,800 customers. They represent many supplier partners from around the world.

## Vineyard Church Northwest



Vineyard Church Northwest was established in early 2001, and met in temporary locations until May 2006. Then in June 2006, they opened the doors to their new facility in Colerain Township. They currently have three weekend celebration services. They have a full staff of 5 full time and 9 part time employees, they run much of what they do with many, many dedicated volunteers.

## [Contemporary Arts Center](#)



The Contemporary Arts Center provides the opportunity for all people to discover the dynamic relationship between art and life by exhibiting, but not collecting, the work of progressive artists. They will continually increase its regional, national and international influence by providing changing visual and interactive experiences that challenge, entertain and educate.

## The Business Backer



The Business Backer is headquartered in Blue Ash, Ohio. They are a private small business funding company that provides customized alternative funding and capital solutions for small and medium -size businesses for cash flow, expansion and growth.

## LeSaint Logistics



LeSaint is a Top 100 third -party logistics (3PL) provider, developing customized integrated supply chain solutions for customers from a wide range of industries, including beverage, building materials, chemicals, retail, and consumer products companies.



# Safety Spotlight



Watch  
Out  
for  
Heat  
Related  
Illnesses

As summer temperatures are climbing!

Workers are sweating and uncomfortable.

and you may be working and moving more slowly, too. What you really need to be concerned about is the heightened risk of heat-related illnesses.

According to the Bureau of Labor Statistics (BLS) Census of Fatal Occupational Injuries (CFOI) data, 230 heat-related deaths have occurred from 2003 to 2009 with 81 (40%) of these fatalities in the construction industry. Over that same time period, 15,370 heat-related injuries/illnesses requiring days away from work have occurred with 4,110 (27%) of these injuries/illnesses in the construction industry. It is necessary for employers and their employees to be able to recognize heat-related symptoms and know what to do to combat heat-related illnesses.

- i Heat cramps are painful muscle spasms in arms, legs, or abdomen (intestines) caused by losing body salt while sweating.

*What to do* : Have worker rest in shady cool area. Hydrate by drinking water, clear juice or a sport or vitamin drink that contains electrolytes.

- i Fainting may be a problem in the heat, especially if you spend a lot of time standing in one place.

*What to do* : Sit or lie down with feet slightly elevated. Also moving around, rather than standing still, reduces the risk of fainting in the heat. Keep hydrated with clear liquids.

- i Heat exhaustion can make you feel weak and possibly dizzy and/or nauseous. Other symptoms include headache, chills, clammy skin and profuse sweating.

*What to do* : Rest in a cool spot, preferably sit or lie down with feet slightly elevated and drink plenty of fluids. If your medical attention. Following an incident, take it easy for a few days and reduce your pace of activity especially if excessive heat continues to be a factor.

- i Heat stroke is life-threatening. Emergency medical attention is required. A victim of a heat stroke stops sweating, causing the body to overheat. Symptoms include hot and flushed skin, very high body temperature, confusion and possibly followed by loss of consciousness.

*What to do* : Call 911. While move the victim to a cool place, sponge with cold water, apply ice packs or cold drink cans or immerse in cold water. Provide water or clear fluids only if the person is conscious.

## Columbus Training

Affirmative Action Planning Requirements will take place on Wednesday, September 12, 8:30 am | 5:00 pm

Investigating Employee Complaints & Misconduct will take place on Thursday, September 13, 8:30 am | 11:30 am

PHR/SPHR Certification Preparation Program will take place on Thursdays, September 13, 20, 27, October 4, 11, 18, 25, November 1, 8, 15 & 29, 6:00 pm | 9:00 pm

Communication Skills for Teamwork will take place on Wednesday, September 19, 8:30 am | 3:00 pm

## Cincinnati Training

FMLA Essentials will take place on Thursdays, September 6 & 13, 8:30 am | 11:30 am

Workplace Harassment for Managers & Supervisors will take place on Tuesday, September 11, 8:15 am | 12:15 pm

PHR/SPHR Certification Preparation Program will take place on Wednesdays, September 12, 19, 26, October 3, 10, 17, 24, 31, November 7, 14 & 28, 6:00 pm | 9:00 pm

Making the Transition to Supervisor will take place on Wednesdays, September 12, 19, 26 & October 3, 8:15 am | 12:15 pm

Exceptional Customer Service will take place on Thursday, September 13, 8:30 am | 3:00 pm

Leadership Skills for Group Leaders II will take place on Tuesdays, September 18, & 25, 8:15 am | 3:45 pm

ADA Essentials will take place on Tuesday, September 25, 8:30am | 11:30 am

Delivering Performance Appraisals & Feedback will take place on Wednesday, September 26, 8:30 am | 3:00 pm

To register for classes, e-mail [training@hrxperts.org](mailto:training@hrxperts.org) or call 888.237.9554.

# ERA Special Events

## Legal Breakfast Briefing *Cincinnati*

*Effectively Handling FMLA  
5 V i g Y Î*

Lee Geiger

Graydon Head & Ritchey, LLP

Tuesday, September 11

8:30 am — 9:30 am

ERA Cincinnati Office

Member Fee: \$25.00

Non -Member Fee: \$35.00

[To Register...](#)

This session will focus on effective strategies for managing associates who abuse FMLA. It will examine cases where employers successfully managed FMLA abuse matters and will provide tactical tips for managing your difficult FMLA issues.

## ERA Six Month Training Catalog Now Available! *July December 2012*

[Cincinnati Catalog](#)

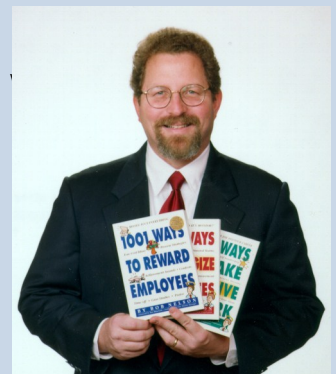
[Columbus Catalog](#)



*Make Training  
Part of  
Your  
Organizational  
DNA*

## ERA to Host Dr. Bob Nelson

ERA is proud to announce that we will be hosting Dr. Bob Nelson, the NY Times Best Selling Author and [ ; i f i i c Z i H \ U b \_ i M c i i ] " < Y i k ] on Dec. 11 and our Cincinnati office on Dec. 12. This informative, research -driven session will help companies improve employee engagement and retention of high potential employees and all in attendance will receive a complimentary copy of his newest book, *1501 Ways to Reward Employees*. For more details or to register, please click this [link](#) " "



ERA Staff Members

TAMMY BENNETT

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DAN CHANEY

MONICA DOMINIC

BARBARA ENGLAND

DANYETTE FOULKS -YOUNG

JENNIFER GRAFT

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# EEO -1 and Vets Reporting Deadline Fast Approaching

If you are an employer with 100 or more employees, a federal contractor or subcontractor required to prepare a VETS -100 or VETS -100A report, you are also required to file the Employer Information Reports, otherwise known as the EEO -1.

This report is required to be filed with the U.S. Equal Employment Opportunity Commission's EEO -1 Joint Reporting Committee. The filing deadline for the 2012 EEO-1 Survey is September 30, 2012.

The preferred method for completing the EEO -1 reports is the web-based filing system. Online filing requires you to log into your company's database with a Login ID and Password. All companies should receive EEO -1 filing materials by mail no later than mid August 2012. If you cannot locate your Login ID and/or Password, contact the EEO -1 Joint Reporting Committee at [e1.lostloginpassword@eeoc.gov](mailto:e1.lostloginpassword@eeoc.gov).

## VETS 100 and VETS 100A

Some federal contractors and subcontractors are required each year to report the number of employees in their workforces, by job category and hiring location, who are qualified covered veterans, and the number of new hires during the reporting period who are qualified covered veterans by filing a VETS 100 or a VETS 100A, according to the following guidelines:

Federal government contractors and subcontractors with a contract of \$25,000 or more, entered into before December 1, 2003 must file the VETS -100. However, if this contract has been modified since December 1, 2003 in the amount of \$100,000 or more, the VETS -100A must be filed instead.

Federal government contractors and subcontractors with a contract of \$100,000 or more entered into on or after December 1, 2003 must file the VETS -100A. Depending on when the contracts were signed and the amount of the contracts, an employer may need to file both the VETS -100 and the VETS -100A.

Like the EEO -1, the deadline for this reporting is September 30. You can find more information about the VETS -100 and VETS -100A rules and regulations, frequently asked questions and other assistance on the Department of Labor's website at [www.dhs.gov/vets/vets-100.html](http://www.dhs.gov/vets/vets-100.html).

If you have any questions or concerns regarding VETS -100 or VETS -100A reports you can contact us, or the VETS -100 customer support line at 1.866.237.0275 or e-mail Lori Hall at [lhall@hrxperts.org](mailto:lhall@hrxperts.org).



Lori Hall, SPHR

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## State of Ohio Has a 20% Unemployment Error Rate

The Wall Street Journal reported that nearly \$19 billion in state unemployment benefits were paid in error in the last three years. In large part, the errors being made are due to understaffing at overburdened state agencies.

The state of Ohio reported more than \$289 million in mistakes and overpayments just last year. = b X ] U b U ' \ U X ' h \ Y ' b U h ] c b Ð g ' \ ] [ \ Y g h ' f U h Y ' c Z ' Y than \$567 million in mistakes and overpayments.

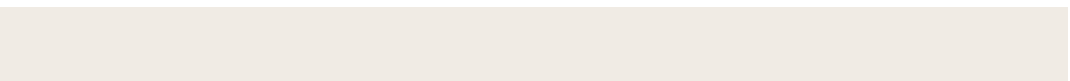
[ H \ Y ' I b Y a d ' c m a Y b h ' = b g i f U b W Y ' G m g h Y a ' ] g ' U ' i b ] e i Y ' c government and the states. States bear the responsibility of operating an efficient and effective benefits program. But, as partners, the federal government must be U V ' Y ' h c ' \ c ' X ' h \ Y a ' U W W c i b h U V ' Y ' Z c f ' X c ] b [ ' g c ž ĩ ' @ U lease.

Company administrators should audit their monthly unemployment charge statements and verify each claimant collecting benefits. It is also a best practice to utilize the g h U h Y g Ð ' c b ' ] b Y ' g m g h Y a g ' U b X ' W c a d U f Y ' h \ Y ' d U d Y f ' g h g h U h Y g Ð ' g m g h Y a "

Additionally, when an unemployment hearing is won, the state is obligated to credit h \ Y ' Y a d ' c m Y f Ð g ' U W W c i b h ' Z c f ' h \ Y ' I b Y a d ' c m a Y b h ' = b g i the hearing was in process. The state does not always issue credits on its own, and it may take the employer multiple calls to get these charges credited back.

When dealing with the bureaucracy of the state departments, mistakes are bound to happen, but savvy employers can save thousands of dollars on each claim if they are mindful of these things. One mismanaged UI claim could cost your company up to \$12,000.

For additional information on how to properly audit your UI claims and costs, contact Ken Kruse at The Matrix Companies at 513.351.1222 or by e -mail at [kkruise@matrixtpa.com](mailto:kkruise@matrixtpa.com).



# Save the Date ERA Issues Forum

## Decoding the Affordable Care Act for Employers

No matter the outcome of the November 2012 election, the recent Supreme Court ruling on the Affordable Care Act ensures that its many provisions will remain intact.

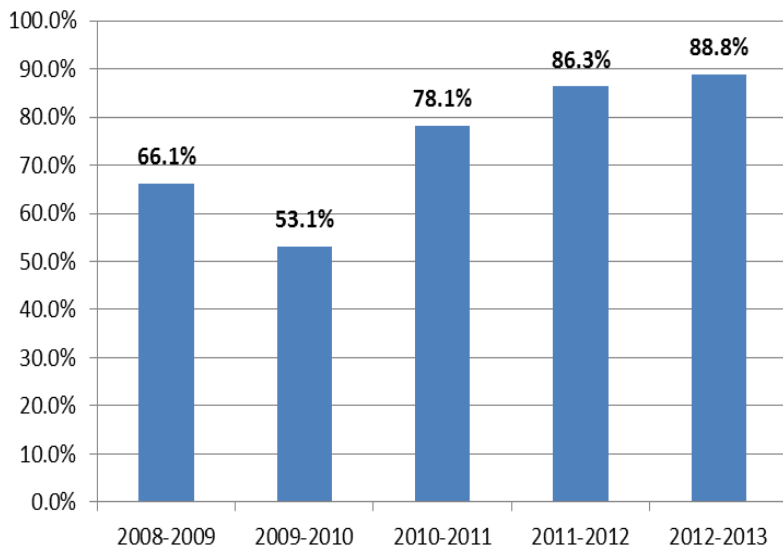
G U j Y ' h \ Y ' X U h Y ' Z c f ' 9 F 5 Ð g ' b Y I h ' = g g i Y g ' : c f i a ' c b ' G Y David Whaley, Esq., associate with Dinsmore, who will provide attendees with a 90 minute crash course to help understand the terminology, the deadlines, the reporting mechanisms and the penalties involved, as organizations begin their planning for a January 2014 implementation.

Come learn about the best practices for compliance with upcoming deadlines under the Affordable Care Act and to learn about legal strategies your organization can apply to mitigate any potential penalties under the law. Click [here](#) for ERA Update to register and for more information.

# Central Ohio Wage Increases

Although the economic future remains uncertain, more central Ohio companies are planning to offer a wage increase this year, according to our 2012 Central Ohio Wage and Salary Adjustment Survey. Over 88% of respondents indicated that they planned to offer an increase this year, compared to the 82.6% who gave increases in 2011.

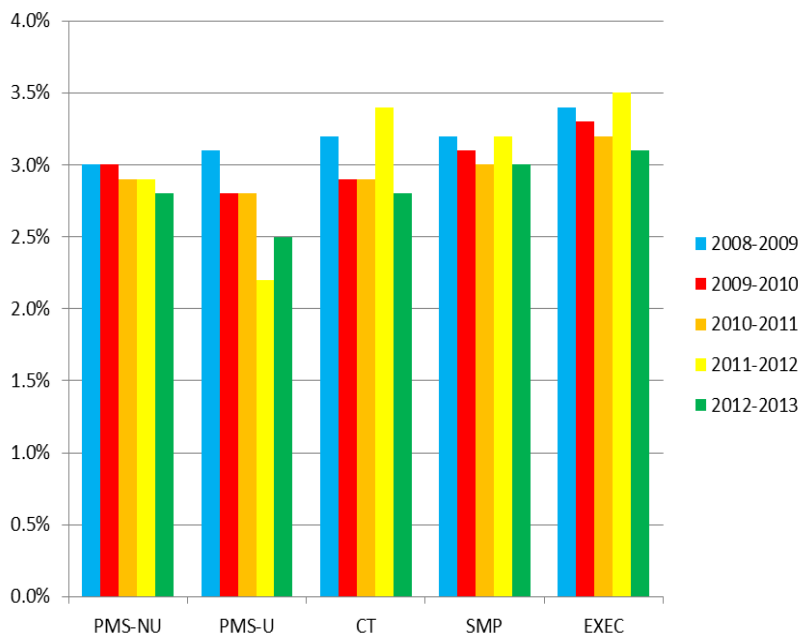
Percentage of Employers Offering Increases



This marks the second straight year in which we are returning to the levels of salary increase in the past, and this is still the highest percentage of increases since the beginning of the recession in 2008. While this is certainly good news for employees, it also signals that many employers are feeling more secure about the future.

Of all of the companies giving increases, most are planning on giving a slightly lower percentage of increase this year, as indicated in the chart below:

Percentage Increases by Employee Category



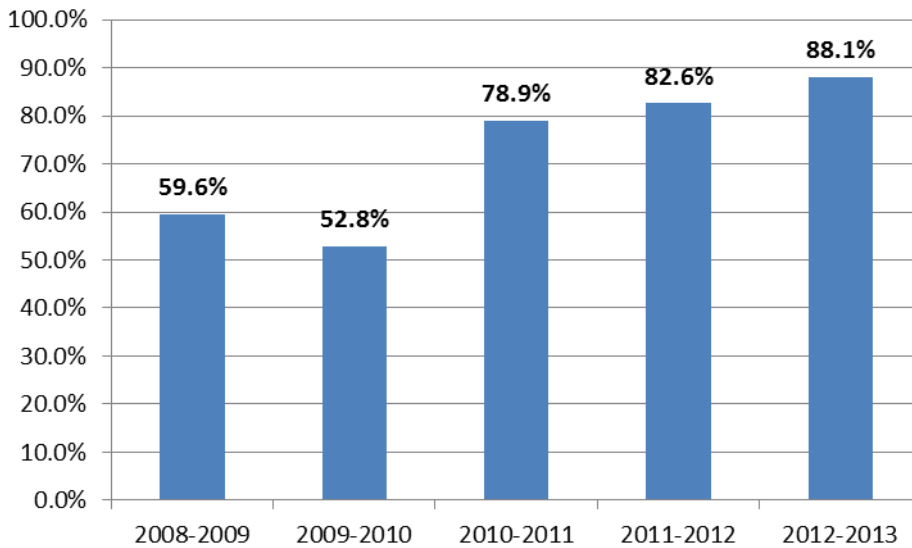
To download a full copy of the report, please visit our website. If you have any questions about the 2012 Central Ohio Wage and Salary Adjustment Survey, please contact the survey department at 513.679.4120, or e-mail [dmatthews@hrxperts.org](mailto:dmatthews@hrxperts.org).



# Southwest Ohio/Northern Kentucky Wage Increases

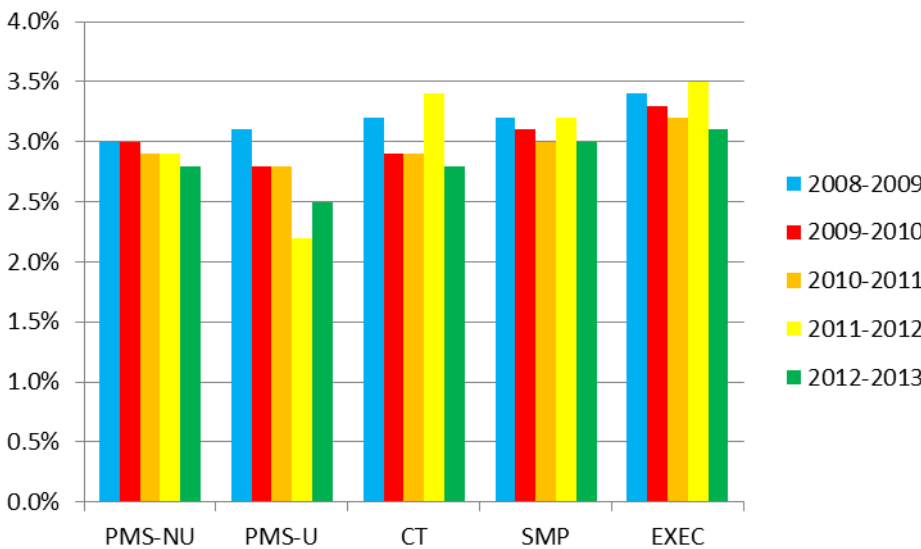
The turbulence surrounding the economic forecast seems to be slowing down, which means that more Cincinnati, Dayton, Northern Kentucky, and Southeastern Indiana companies are planning to offer a wage increase this year, according to our 2012 Tri-State Wage and Salary Adjustment Survey. Almost 90% of respondents indicated that they planned to offer an increase this year, 2.5 percentage points higher than those who gave increases in 2011.

Percentage of Employers Offering Increases



Although it is not quite as high as in the past, we continue to approach the number of companies who offered increases prior to the recession. Look for these numbers to improve even more in 2013. Of all of the companies giving increases, most are not planning on giving roughly the same percentage of increase this year, though as indicated in the chart below.

Percentage Increases by Employee Category



PMS -NU : Hourly Production, Maintenance, and Service positions, Non -Union  
 PMS -U: Hourly Production, Maintenance, and Service positions, Union  
 CT: Non -exempt Clerical and Technical positions  
 SMP : Exempt Supervisory, Managerial, and Professional positions  
 EXEC : Executive/Officer positions

Although roughly the same percentage of companies in both regions are planning on giving increases, it seems that Tri-State area companies are generally being more cautious than those in Central Ohio.

To download a full copy of the report, please visit our website. If you have any questions about the 2012 Tri-State Wage and Salary Adjustment Survey, please contact the Survey Department at 513.679.4120, or e-mail [dmatthews@hrxperts.org](mailto:dmatthews@hrxperts.org).

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