Overqualified Job Candidates May Be the Best Pick

While many employers may shy away from hiring overqualified candidates, new research shows that they might be the best people for the job.

While past investigations have revealed that overqualified employees are generally dissatisfied with their jobs and are constantly looking for a new employer, a recent study by Aleksandra Luksyte, a professor at the University of Western Australia, finds that giving those same employees challenging assignments can have a strong positive impact on the business.

Specifically, the study shows that overqualified employees who are handed assignments that give them an opportunity to freely make decisions, coordinate or lead others, or be responsible for the outcomes of their work actions, were more likely to put greater effort into both their performance and promoting organizational welfare.

The research found that overqualified employees given challenging tasks were stimulated to help their co-workers with professional concerns, such as helping out with a heavy workload and personal issues, like cheering them up on a bad day. Luksyte believes that her research shows that hiring and retaining overqualified people could be a competitive advantage, if done right.

She suggested assigning overqualified employees mentoring responsibilities for newly hired staff or asking them to lead a workplace quality improvement team.

This research is particularly relevant in today’s employment environment, when organizations often have access to many extremely qualified or overqualified employees and are faced with difficult decisions regarding whether or not to hire them.

ERA Holiday Hours of Operation

The offices of ERA will be closed December 23, 26, 30, 2011 and January 2, 2012

Enjoy your holidays!
Looking Forward to New Challenges In 2012

Are you ready for 2012? I know, it seems like 2011 just got started, and here we are getting everything set up for next year. There are health plan renewals to finalize, budgets to prepare, and for many of our members, it’s time to get started on personnel reviews and employee recognition programs. Even though 2011 was a better year for many of our members than 2010, many of us spent the year battling the lingering effects of the recession. As such hiring and turnover levels were still low, as employees did not want to risk leaving a secure job, and employers were reluctant to add staff.

As the economy continues to improve, it’s important to make sure that your top performers feel that your company is committed to their personal and professional development.

Keep Employers Resource Association in mind as you look for ways to help retain your top performers. Sending one of your employees through our management training class can help improve their performance and efficiency. New HR staff can be quickly brought up to speed through our HR Management course series, and we also offer a course to help people prepare for their PHR/SPHR certification. Finally, you can help your employees improve their “soft” skills, such as giving presentations and writing through the use of our training classes.

2012 also promises to be a tumultuous year on the legislation and regulatory front, as congress wrestles with the new healthcare law, taxes, and energy. Government agencies such as the EEOC and OSHA are also stepping up their enforcement, and several of our members have received audit letters. We’re here to help with legal briefings, affirmative action services, our HR Hotline, and much more.

I’d like to close out our last issue of the year by thanking all of you, our members. Even through all of the economic challenges and uncertainty in 2011, you and your management team have recognized the value of your investment in an Employers Resource Association membership. In return, we promise to do our best to keep you current, compliant, and confident in Human Resources in 2012 and beyond!
Survey Update

The 2012 Survey Reports Planning Packet is already on the website. This document contains the survey schedule for next year, a list of all of the positions that we cover, and other pertinent information. The 2011 College Graduate Starting Salaries and Co-Op Pay Scale Survey report is also included in the Planning Packet. Please click here http://www.hrxperts.org/surveys/pdf/planning Packet Electronic Version.pdf to access your copy.

Our surveys are completed for the year, and I would like to thank everyone who took the time to participate in any of our regular or custom surveys in 2011. I know many of you are still struggling with smaller staffs and more responsibilities, and I appreciate that you were able to take the time to complete some of our surveys.

The 2012 Office and Clerical Survey will be sent out on Friday, January 6. Please make sure that you have added my email, dmatthews@hrxperts.org to your “safe” lists so that the survey invitation won’t be blocked or sent to a junk mail folder. Also, make sure that you let us know the best contact person (or people) in your office. Remember, all of our local surveys are free to participants.

Please do not hesitate to contact the Survey Department at 513-679-4120, toll free at 888-237-9554, or email Douglas C. Matthews at dmatthews@hrxperts.org if you have any questions about our survey processes or need assistance with com-

Here are the current survey deadlines:

The 2012 Office and Clerical Survey will be sent on:

Friday, January 6

The 2012 National Executive Compensation Survey will be sent on:

Wednesday, January 11

2012 Roundtable Registration

Looking for an informal forum to share information, ideas, and experiences among your peers? Look no further than ERA for our Roundtables. We anticipate full participation in these highly valuable, member-only, peer group meetings, and look forward to new members joining. Many of you told us in our Member Survey how truly valuable these Roundtables are to you, and we look forward to your registration in 2012.

Please click the appropriate link to register.

Cincinnati
HR Roundtables
Safety Roundtable
CEO Roundtables
CFO Roundtable

Columbus
HR Roundtables
Safety Roundtable
On November 21st, 2011 the Returning Heroes and Wounded Warrior Tax Credits bill was passed and signed into law by President Obama. The bill provides tax credits to businesses hiring short and long-term unemployed veterans and veterans with services-connected disabilities. The credits will be available through December 31, 2012.

The new credit provides 40% of the first $6,000 of wages (up to $2,400) for employers who hire veterans who have been unemployed at least 4 weeks and a credit of 40% of the first $14,000 of wages (up to $5,600) for employers who hire veterans who have been unemployed longer than 6 months.

The bill maintains existing Work Opportunity Tax credits for veterans with service-connected disabilities not more than one year after being discharged from the military, which is up to 40% of the first $12,000 in wages (maximum of $4,800). The bill provides a new credit of 40% of the first $24,000 of wages (maximum of $9,600) for firms that hire veterans with service-connected disabilities who been unemployed longer than 6 months.

To apply for these tax credits businesses must complete and submit an IRS form 8850 (Pre-Screening Notice and Certification Request for the Work Opportunity Credit). The form 8850 must be offered to the employee when the job offer is extended. The employee fills out a portion of the form and the employer completes a section.

The completed form must be mailed to the Work Opportunity Tax Credit (WOTC) Coordinator within your state workforce agency. Links to IRS form 8850, instructions to complete form 8850 and name and contact information for the WOTC Coordinator in your state are listed below. IRS form 8850 Instructions for IRS form 8850 Contact Information for state WOTC Coordinator

For government contractors who are already required to engage in veteran and disabled veteran outreach for affirmative action compliance the tax credits are an added incentive. Click here for an article describing veteran job posting requirements.

**OFCCP Midwest Region Audit Notices**

A small group of audit letters (approximately 30) were issued by the Columbus district office of the OFCCP within the last 10 days. If ERA prepares your affirmative action plan and your company received a notice, please contact our office as soon as possible.

It is our understanding that the Columbus district office will continue to send out small batches of audit letters going forward. If your company currently has an affirmative action plan, make sure it is updated in a timely manner. If you are required to have an affirmative action plan and have not prepared a plan, please contact Carol Reubel at creubel@hrxperts.org or Carolyn Potter at cpotter@hrxperts.org in the Cincinnati office at 513-679-4120 or Lori Hall at lhall@hrxperts.org in Columbus at 614-538-9410.
Making the Transition to Supervisor

Benefits of Participation
This program is designed specifically for the newly promoted supervisor or someone who will soon make the transition. It is designed to introduce supervisors to the dynamic nature of their new role and to the fundamental skills necessary to be immediately effective in that role.

Learning Objectives:
• Distinguish between old and new roles, responsibilities, and relationship
• Master key functions and duties of supervisors
• Identify the difference between aggressive and assertive behaviors
• Develop communication skills to effectively influence others
• Give ongoing feedback and recognition.
• Provide effective coaching and conflict management
• Manage time and identify priorities by setting S.M.A.R.T. goals
• Develop and implement an action plan for future success.

About your instructor...
Jerry Yingling, PHR, Learning and Development Consultant, leads this informative and important program. He brings years of experience to this program and shares many insights to success.

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.
Managing Workplace Stress

Benefits of Participation:

In today’s world stress is a fact of life, and a certain amount of stress can actually be energizing. Too much stress can make us feel out of control, and negatively affect one’s health, job performance, and overall well-being. This workshop is designed to provide employees at any level of the organization with practical, specific skills for identifying, coping, and managing stress in the workplace or at home.

Learning Objectives:

• Recognize the warning signs of stress
• Understand the relationship between stress and job performance
• Learn to identify personal stressors and what to do about them
• Communicate assertively to reduce stress
• Recognize what can be controlled and what cannot
• Apply problem solving tools and techniques to manage stressors

About your instructor...

Jessica Coleman, Learning and Development Consultant, leads this informative and valuable program. Jessica holds a B.A from Asbury College, and a M.A in Training and Organizational Development from Ball State University. She also serves as adjunct faculty at Columbus State Community College in the Department of Communications, and is a member of HRACO and Columbus Young Professionals.

Date:
Thursday, January 12, 2012

Time:
8:30 am - 12:30 pm

Location:
ERA Columbus Office

PHR/SPHR/GPHR

CEUs: 0.4

CPEs: not available

Member Fee: $110.00

*Non-member Fee: $155.00

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 or call 614.538.9410

Who Should Attend?
All employees and managers will benefit from this program; anyone who is feeling the negative effects of stress.

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.
Member Highlights

**Champlin Architecture**

Champlin Architecture is a full-service, 55-person architecture and design firm founded in 1978, providing services to Civic, Corporate, Education, Healthcare, and Religious clients. Your organization’s image, values, and functions are analyzed and creatively translated into a building or space that expresses your brand, reinforces your culture, and optimizes your business strategy.

**Genesis Engineers, Inc.**

Genesis Engineering, Inc. – Providing Innovative Engineering Solutions to Industry since 1986. Genesis Engineering is a professional engineering consulting company that specializes in the design and integration of material handling equipment and systems.

**National Bank and Trust Company**

NB&T Financial Group, Inc. is a bank holding company whose wholly-owned subsidiary is The National Bank and Trust Company. The Company operates 23 full service branch offices in Clinton, Brown, Clermont, Highland, Montgomery, Warren, and Cuyahoga Counties.

**Ventilex**

Ventilex USA, Inc. is the exclusive distributor in North America of industrial equipment manufactured by Ventilex BV of The Netherlands. They sell the world’s finest fluid bed dryers and coolers used in food process lines (drying grain, cereals, alternative energy products); and for minerals processing (frac sand production and bulk chemicals.)

**Ohio Suicide Prevention Foundation**

The Ohio Suicide Prevention Foundation is a non-profit 401© 3 organization committed to promoting suicide prevention as a public health issue and advancing evidence based strategies in the areas of awareness, intervention, and methodology (research). The Foundation provides suicide prevention organizations information and resources to help eliminate stigma and increase help-seeking behavior for all Ohioans.

Welcome, new members to ERA!
New Members

Champlin Architecture is located in Cincinnati, Ohio. Mr. Michael J. Baticolette and Mr. Ben Richards are Chief Principal Officers.

Genesis Engineering is located in Cincinnati, Ohio. Ms. Cheryl Fritz is the HR/Accounting contact.

The National Bank and Trust Company is located in Wilmington, Ohio. Ms. Sandy Waits is VP Human Resources.

Ventilex USA, Inc. is located in Middletown, Ohio. Mr. Michael Hadjinian is the President.

Central Joint Fire-EMS is located in Batavia, Ohio. Mr. Kevin L. Riley is the Fire Chief.

The Ohio Suicide Prevention Foundation is located in Columbus, Ohio. Ms. Carolyn Givens is the Executive Director.

DOL and Facebook Partner to Help Job Seekers

Secretary of Labor Hilda L. Solis has announced a partnership with the social media giant Facebook that will provide employment resources to job seekers. The partnership will also involve the National Association of State Workforce Agencies, Director Employers Association and the National Association of Colleges and Employers.

Facebook now offers a "social jobs partnership" page that highlights available training programs, educational opportunities, and job search resources. The other partner organizations will conduct in-depth survey research about how job seekers, college career centers, and workforce recruiters are using the social web effectively. The initiative will also explore how job postings can be shared on Facebook and through other social websites, and educational materials can be distributed to recruiters, government agencies, and job seekers about the utility of the social web.
Ohio BWC Board Approves Credibility Changes

The Bureau of Workers’ Compensation (BWC) Board approved a maximum credibility of 53% for the July 2012 through June 2013 policy period. As a result, the maximum discount for Ohio’s group rating program will increase from 51% to 53% over this same policy period. In addition to changing the maximum discount, BWC’s Board eliminated the Break Even Factor which was previously used in calculating rates for companies in group rating programs.

BWC introduced a new employer option called the Destination: Excellence Program. This new risk management program is scheduled to become available July 1, 2012 and is intended to provide additional financial rebates and premium discounts to companies for successfully meeting claim management and safety related goals. More details regarding this program will be communicated as they become available.

BWC Administrator Buehrer indicated that one of the agency’s goals is to increase return to work for injured workers. The Administrator stated this will be achieved by identifying process changes within BWC and working with industry partners such as TPAs, MCOs, and medical providers. CareWorks Consultants encourages this approach and will continue to manage claims with the objective of returning injured workers to work as soon as medically possible.

For more information or questions about these recent changes, please contact CareWorks Consultants, toll-free, at 1-800-837-3200.

Ohio Labor Law Posters Are In

The postings on ERA’s Ohio Labor Law poster have been revised. This includes the new minimum wage posting that will be effective January 1, 2012. Please note, the Federal Poster latest update was November of 2009. We will let you know when the Federal Poster is updated next. Previously placed orders will be shipped soon. If you still need to place an order click here.
Columbus Training

Making the Transition to Supervisor will take place on Tuesdays, January 10, 17, 24 & 31, 8:15 am - 12:15 pm

Managing Workplace Stress will take place on Thursday, January 12, 8:30 am - 12:30 pm

Behavioral Interviewing Techniques will take place on Thursday, January 26, 8:30 am–3:00 pm

Cincinnati Training

Making the Transition to Supervisor will take place on Tuesdays, January 10, 17, 24 & 31, 8:15 am - 12:15 pm

Coaching Skills for Managers and Supervisors will take place on Tuesday, January 10, 8:30 am - 3:00 pm

Human Resource Management I will take place on Thursdays, January 12, 19, 26, February 2, 9, 16, 23 & March 1, 8:30 am - 11:30 am

We’ve Got to Stop Meeting Like This! will take place on Wednesday, January 18; 8:30 am - 3:00 pm

Leadership Skills for Group Leaders I will take place on Tuesdays, January 24 & 31, 8:15 am - 3:45 pm

Behavioral Interviewing Techniques will take place on Wednesday, January 25, 8:30 am - 3:00 pm

Diversity Effectiveness will take place on Wednesday, January 25, 8:30 am - 12:30 pm

Discipline & Discharge for HR Professionals will take place on Tuesday, January 31, 8:15 am - 12:15 pm

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

ERA Special Events

Legal Breakfast Briefing Cincinnati

"One of our Accounts Payable Clerks Just Complained to Me that a Male Co-Worker has been Making Unwanted Sexual Advances. "Now What Do We Do?"

Donald B. Hordes
Schwartz Manes Ruby & Slovin

Tuesday, December 20
8:30 am - 9:30 am
ERA Cincinnati Office
Member Fee: $25.00
Non Member Fee: $35.00
To Register...

Legal Breakfast Briefing Columbus

“What’s New In Employer Immigration Compliance”

Donald C. Slowik
Slowik & Robinson LLC

Tuesday, December 20
8:30 am - 9:30 am
ERA Columbus Office
Member Fee: $25.00
Non Member Fee: $35.00
To Register...

Legal Breakfast Briefing Cincinnati

“Dealing with the challenges of administering ADA and FMLA”

Michael Hawkins
Dinsmore & Shohl, LLP

Tuesday, January 17, 2012
8:00 am - 12:30 pm
ERA Columbus Office
Member Fee: $25.00
Non Member Fee: $35.00

If interested please contact: training@hrxperts.org

Legal Breakfast Briefing Columbus

ERA Six Month Training Catalog Available Now
January-June 2012

Cincinnati Catalog
Columbus Catalog
While the economy may be taking us on a roller-coaster ride, hiring is still happening. Hiring right is more important than ever. High turnover is a hidden cost that can severely impact employers in an economic downturn. Unfortunately, there is no magic formula for attracting the right person, but here are a few tips to help increase the likelihood of success.

First, you must have candidates who are qualified for the job. Planning is very important and crucial to maintaining an unbiased and successful hiring process. Determining qualifications the perfect candidate would bring to the job means having a very clear idea of what the job requires. To know this, developing or updating a job description is in order. So, the first step to hiring is making sure that you have a clear job description that describes the necessary duties, knowledge, skills, and abilities. When you recruit for applicants, you may want to recruit internally first, but in the end you must make certain that those applying are best qualified for the job.

Second, create interview questions that will provide you with the information you need. Of course, you must not ask anything that is legally questionable. Make sure everyone interviewing applicants not only knows what questions are improper, but how to respond to information they know they cannot ask about, yet receive from the applicant regardless. Keep in mind that past behavior is the best predictor of future performance. Ask questions about how applicants behaved in the past in similar circumstances and why. This will help you understand how the applicant will likely behave when working for you.

After interviewing the applicants and gathering relevant information, you should have what you need to make a decision. However, before you extend the offer, seriously consider a background check and skills assessment.

More applicants than you would like to believe falsify information about their education, job history, and previous experience. Others may have criminal records that make them unsuitable for particular positions.

Finally, give our HR Hotline a call. We’re happy to help review the process you plan to use, and help you get in touch with our partnered services for background checks and assessments.
Just in time for the holidays, I have decided that my last Law Review will be a re-issue of a prior (but appropriate) subject matter for this time of year. Happy holidays to all despite the pitfalls for employers from holiday parties!

“To drink or not to drink, that is the question.” Ah, yes, employee holiday party time is upon us again and employers everywhere are wrestling with the pros and cons of this tricky situation and trying to get the ideal situation where the employer doesn’t appear to be Scrooge himself but can be sure that employees will actually consider attending an after-hours event but won’t expose the employer to an unacceptable risk of liability for inebriated behavior.

How did this thorny problem develop for employers anyhow? The answer is Dram Shop Laws. Let me explain further what this means. Well, a long time ago, in merry old England, where most of the common law in America originated a drink or “shot” of alcohol was sold to customers in small units known as “drams.”

So later in America, those places where a customer could purchase just enough alcohol to “wet their whistle” (aka, “Here’s lookin’ at you kid”) or enough to last for a “Lost Weekend” were called “Dram Shops,” and included establishments that either required the thirsty customer to consume the drink on the premises of the Dram Shop itself or to sell alcohol in larger quantities to be taken away from the Dram Shop (“Carry Out”) for later consumption. The Dram Shop Laws were put into place to ensure that those who profit from the ability to sell alcohol under such circumstances did not do so at the expense of public safety. This means that law abiding citizens did not want to have those out-of-control alcohol imbiers physically injuring them or damaging their personal property due to a drunken state unless the bystander could get such injuries redressed under the law.

Using this same theory, courts began in the 19th and 20th centuries to decide that the same principle should apply in situations where entities other than the Tavern or Carry Out either bought the drinks or provided the place where the alcohol could be legally consumed, including employers who furnished such free alcohol or provided the drinking place to its employees.

Every legal entity which makes it possible for the unregulated purchase and/or consumption of excessive alcohol, which then results in personal injury or property damage to an innocent bystander can be looked to in money damages to make the injured party “whole” for both actual damages, and pain and suffering that occurred as a direct result of the lack of due care in supervising and controlling how much alcohol is made available, and to whom.

The prospect of such liability, which can be extremely expensive if an innocent bystander (or a number of innocent bystanders) are seriously injured or killed as a result of such “fault” on the part of an employer who could have and should have controlled the alcohol available to employees. This is why many employers conclude sooner
or later that the downside of not outlawing alcohol at these employee holiday functions is too great to be ignored—and can’t be controlled well enough to rule out the possibility of liability resulting. That is why ERA, in the person of Dan Chaney, took the time and effort to create an “Employer’s Ten Commandments of Company Functions That Involve Alcoholic Beverages:”

Number 1. An employer must realize that it can never protect itself 100% when allowing alcohol to be served, but the more diligence the better the chance to avoid calamity.

Number 2. If free alcohol is provided, limit the amount offered to a smaller number of “freebees” before a cash bar is required.

Number 3. Make the alcohol drink prices high enough to discourage unlimited refills.

Number 4. Hire an experienced professional bartender with strict instructions to cut anyone off from further drinks, free or otherwise, observed as having too much to drink.

Number 5. Have lots of free food and free non-alcoholic beverages available.

Number 6. Stop all alcohol from being served well before the event is actually over.

Number 7. Provide required alternate transportation home when it makes sense to do so.

Number 8. If anyone who has obviously had too much to drive refuses transportation, call the police and describe the vehicle, the license number and the direction headed.

Number 9. In the written event invitation to employees, specifically state that everyone will be both monitored and required to drink responsibly if consuming alcohol.

Number 10. Never make attendance at a party event where alcohol will be served mandatory. Attendance should be purely voluntary and career move neutral.

It makes no sense for an employer to allow alcohol at any company function without being totally committed to doing everything prudent to avoid a life-changing incident from happening. That’s what I think. How about you? Happy New Year!
In appreciation for your support during this past year, we want to extend our warmest wishes for a safe and happy holiday season.

From all of us at Employers Resource Association
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**

<table>
<thead>
<tr>
<th>Service</th>
<th>Contact</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotline</td>
<td>Dan Chaney</td>
<td>Lori Hall / Barb England</td>
</tr>
<tr>
<td>Administration and Posters</td>
<td>April Risen</td>
<td>April Risen</td>
</tr>
<tr>
<td>Compensation Services</td>
<td>Terry Henley</td>
<td>Terry Henley</td>
</tr>
<tr>
<td>Affirmative Action Plans</td>
<td>Carol Reubel</td>
<td>Lori Hall</td>
</tr>
<tr>
<td>Employee Engagement Surveys</td>
<td>Carol Reubel</td>
<td>Lori Hall</td>
</tr>
<tr>
<td>Customer Satisfaction Surveys</td>
<td>Carol Reubel</td>
<td>Carol Reubel</td>
</tr>
<tr>
<td>HR On-Site Services/360’s</td>
<td>Carol Reubel</td>
<td>Lori Hall</td>
</tr>
<tr>
<td>Training &amp; Development</td>
<td>Ralph Neal</td>
<td>Jessica Coleman</td>
</tr>
<tr>
<td>Assessments</td>
<td>Brandi Helton</td>
<td>Brandi Helton</td>
</tr>
<tr>
<td>Compliance Issues</td>
<td>Tom Eberwein</td>
<td>Tom Eberwein</td>
</tr>
<tr>
<td>Reference Center</td>
<td>Dan Chaney</td>
<td>Lori Hall</td>
</tr>
<tr>
<td>Roundtables</td>
<td>Dan Chaney</td>
<td>Lori Hall / Barb England</td>
</tr>
<tr>
<td>Salary and Benefits Surveys</td>
<td>Douglas C. Matthews</td>
<td>Douglas C. Matthews</td>
</tr>
<tr>
<td>Custom Surveys</td>
<td>Douglas C. Matthews</td>
<td>Douglas C. Matthews</td>
</tr>
<tr>
<td>Membership</td>
<td>Jim Carter</td>
<td>Monica Zoerner</td>
</tr>
<tr>
<td></td>
<td>Peter Landesman</td>
<td>Peter Landesman</td>
</tr>
</tbody>
</table>

Register For Training Today! See Page 10 For Upcoming Classes.