



HR Pro Consulting Newsletter



Workplace Drug Policies

Our nation is combating an opioid addiction epidemic affecting tens of thousands of workers each year, while more than half of our states have legalized marijuana for medicinal use and nearly a dozen already has, or are in the process of, legalizing recreational marijuana. Business leaders are faced with decisions about drug testing policies and second chance programs to attract and retain talent.

Recruiters across the country admit to amending pre-employment drug screen policies to exclude marijuana testing and access more candidates. Companies have also begun to relax their random drug screens for marijuana detection to avoid losing employees. At the same time, opioid addiction has been labeled a national health emergency and companies are paying more for drug screens that include opioid testing and rehabilitation and second chance programs to retain employees who have opioid addictions.

If your company is considering changing your policies and standards related to drugs, I challenge you to consider the Human Capital disciplines of safety and employee health and wellbeing that will be affected by your decisions, as well. Try some different techniques for recruiting in the article: "Fishing in Multiple Ponds..." later in this newsletter. Lowering your standards on drug tolerance may not be the best course of action in the long run.



Learning and Development Trends

Our children are learning online, whether in the classroom, to complete homework assignments or by googling a topic they are interested in. Today, many adults are learning from the same resources as our children when they need information outside of the office.

Today's fast-paced world requires adaptability and alternative venues for learning and development at work, too. Full- and even half-day seminars and classroom training is difficult to schedule and can be costly to conduct. Since most adults are computer literate and technologically savvy, effective use of technology can be an asset to learning and development at work. Online and virtual training saves time and money when employed effectively.

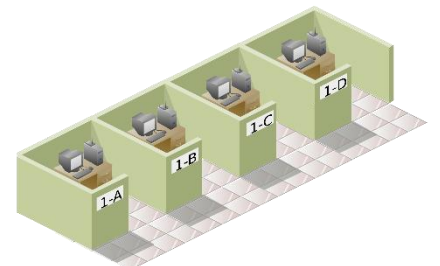
Targeted and condensed learning, a.k.a. microlearning, is an effective and efficient means to train, teach and develop your workforce. No matter the venue, bite-sized training units are complete and concise. They can be part of a larger learning and development program or stand-alone topics. Microlearning offers advantages of being accessible, quick, easy and entertaining.

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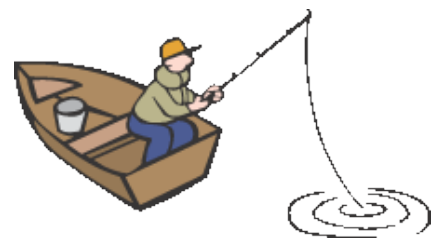
Safety: Violence in the Workplace

Do you have a clear policy prohibiting violence and a documented and communicated plan to handle an active shooter?



Office Space Design

Does your office space foster collaboration and attract new talent?



Fishing in Multiple Ponds for Talent

Are you using the same limited approach to source talent as you always have, or is your approach multifaceted?

Office Space Design

Safety:

Violence in the Workplace

Violence in the workplace is frighteningly more common of a topic than many OHS professionals would prefer. OSHA has conducted research which identified factors that may increase the risk of violence for some workers at certain worksites. Such factors include exchanging money with the public and working with volatile, unstable people. Working alone or in isolated areas may also contribute to the potential for violence. Providing services and care or working where alcohol is served may also impact the likelihood of violence. Additionally, time of day and location of work, such as working late at night or in areas with high crime rates, are also risk factors that should be considered when addressing issues of workplace violence. Among those with higher-risk are workers who exchange money with the public, delivery drivers, healthcare professionals, public service workers, customer service agents, law enforcement personnel, and those who work alone or in small groups

Despite recent media attention, schools and educational facilities are not currently on the list of high-risk workplaces. However, now is a good time to revisit or develop a plan to avoid and react to incidents.

One of the best protections employers can offer their workers is to establish a zero-tolerance policy toward workplace violence. This policy should cover all workers, patients, clients, visitors, contractors, and anyone else who may meet company personnel.

By assessing their worksites, employers can identify methods for reducing the likelihood of incidents occurring. OSHA believes that a well-written and implemented workplace violence prevention program, combined with engineering controls, administrative controls and training can reduce the incidence of workplace violence in both the private sector and federal workplaces.



With technology continuing to evolve how, where and when work is done and the next generation of leaders taking the helm, it is fascinating to consider what the office spaces of the future will look like. Descriptions like: green, collaborative and fun are all the rage for workplaces of choice. Companies all over the globe are moving away from cubicles and offices with doors to collaborative and comfy work spaces.

Nap pods, standing work stations, coffee bars, sofas and coffee tables, and gaming areas are not just for tech companies any more. As company leaders face the talent war head on, they are getting creative to attract and retain employees. These companies understand that the best and most efficient work comes from happy and engaged people. They also know that today's office and administrative work can be done virtually from anywhere with the right technology.

Ergonomics and repetitive stress injuries will be much less of a concern as the new office designs become the norm but will be replaced by other health hazards. Airborne sickness and disease transfer is at higher risk in open concept work spaces. Lack of privacy and increased noise levels are other considerations when designing the offices of the future. Clear expectations and provisions for how to keep germs and viruses at bay will need to be part of regular conversations to successfully adopt the new ways to get work done. Hand sanitizer may well become one of the most purchased office supplies.



As an independent contractor, I have the luxury and privilege of working from the sofa in my living room, at my kitchen counter or in my designated home office. I also have seen many variations of offices when visiting and working on-site with my clients. Although the confidentiality of the work I do has generally afforded me a private office in my past, I can see HR professionals among those with open work spaces in the future and utilizing private spaces or work from home days to accomplish confidential tasks.

Since the next generation of leaders are stepping up into management roles and becoming more influential in work space design, the office spaces of the future are not far away from becoming both generally accepted and expected from employees who are in business support roles and able to get their work done in alternative settings. Companies that have both private spaces for focused work and telephone conversations; while keeping most of their space open and clean, will fair best in the evolution of office space design and attracting talent.

There are many advantages to the transformation we are seeing. The office spaces of the future can cost less to furnish and maintain. They foster interaction and collaboration among coworkers. These spaces help promote paperless record and information storage. And, in the end, are attracting talent and leading to more engaged and productive employees.

Have you considered a redesign?



Fishing in Multiple Ponds for Talent

Unemployment rates have reached a 10-year low, and in many states, are less than pre-Great Recession rates ever were. The U.S. Bureau of Labor Statistics and U.S. Census Bureau predict the deficit of workers to fill open jobs to grow to 1.25 million by 2025.

What is your company doing differently to overcome these challenges? Are you thinking creatively? Have you developed a plan for appealing to the next generation of workers? Have you developed a strategy for attracting boomerang talent—employees who have previously left your organization for another opportunity or even retirement? Competing for talent in 2018 and beyond will require a multi-faceted approach and dynamic strategies to tackle all these challenges.

Capitalizing on the benefits of technology to automate functions within workflow processes and reduce the number of employees needed to successfully run all aspects of your business should be part of your approach. Consider poling your current employees or implementing a rewards system that shares cost reductions with the employee(s) who recommends ways to improve your business processes with technology. These programs are often win/win for employees and businesses.

Additionally, using technology to attract the next generation of workers and will appeal to what Millennials/Gen Z want from their employers—flexibility, challenge and purpose from how and where they work. Consider offering project-based assignments to independent contractors vs. traditional employees and telecommuting options to regular employees, where applicable. The next generation of workers are also concerned about their fellow citizens and the environment. Green and open work spaces appeal to them, as do employers with an active philanthropic culture.

Maintain contact with alumni employees and don't be opposed to rehiring someone who left for another opportunity and has decided the grass is not greener. Boomerang employees can be some of your most loyal advocates. Additionally, consider reaching back out to candidates who were previously interviewed or applied at your company.

Consider offering job sharing and/or part-time work to employees who retire from your company. Many baby boomers are struggling with what to do after retirement and some still are not in a financial position to fully retire. These employees are often willing to work reduced hours, at a part-time status without benefits eligibility, especially if they qualify for Medicare benefits. They remain active and relevant and often are great mentors for the next generation of workers.

Expand your sourcing to work with your local veteran's affairs office to get connected with service veteran's as they re-enter the workforce. Another source for eager candidates is local correctional facilities. Incarcerated individuals are looking for a second chance and your company may offer just that, along with a rewarding career. If the openings you have allow for flexibility, consider working with rehabilitation facilities to meet disabled workers who can fill your needs with accommodations.

Since you will need to fish from many ponds to fill the openings at your company, you will need a crew of fishers to execute your plans and strategies. Every employee can be an advocate and a talent scout/fisher. Reward them for referrals.



Fast Facts

- 40% of U.S. workers have a boss younger than they are
- There are over 63,000 drug overdoses each year in the US; Over 1/2 are from opioids
- By 2020 40% of American workers will be independent contractors
- Homicide is currently the 4th-leading cause of fatal occupational injuries in the US

Supporting local businesses with management of their most important assets...people



If you would like more information about any of the topics covered in this edition of HR Pro Consulting's newsletter or need support in any of the following areas, contact Michelle Wachtel, SPHR today!

Small Business Human Resource Expertise or **Interim Human Resource Management**

If you do not have an on-site human resource professional, I can be your on-call subject matter expert for support when you need it.

or

If your human resource professional resigns or takes a leave of absence, I will fill the gap until a permanent hire is made or (s)he returns.

- Interviewing, selection and employment offers
- New employee on-boarding
- Termination support and exit interviewing
- Employee relations
- Benefits administration
- Performance management
- Compliance: FMLA, ADA, EEO
- Safety and wellness programs
- Employee handbook development

Project-Based Human Capital Support

When you require an outside resource to lead or contribute to business planning initiatives involving human capital, I can help.

- Strategic planning
- Succession planning
- Employee and leadership development
- Compensation program and incentive design
- Merger and acquisition support
- Reduction in force
- Organizational development and design
- Performance management system implementation
- Employee engagement
- Employee handbook review
- Job descriptions
- Human Resource audit



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Michelle Wachtel, SPHR is a tactical and strategic Human Resource professional with over twenty years of successful experience directing and executing Human Resource vision, strategy and administration in the areas of: talent acquisition, organizational development, performance management, employee relations, diversity and inclusion, succession planning, employee benefits, compensation, payroll administration, loss control, unemployment and worker's compensation insurance and employee safety and wellness programs.