

# HR | Digest

Exclusively for MRA Members JULY/AUGUST 2018

## WORKFORCE PLANNING FOR THE FUTURE

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## LOCATIONS

### Wisconsin

N19W24400 Riverwood Dr.  
Waukesha, WI 53188  
262.523.9090

### Minnesota

9805 45th Avenue North  
Plymouth, MN 55442  
763.253.9100

### Iowa/Western Illinois

3800 Avenue of the Cities  
Suite 100  
Moline, IL 61265  
309.764.8354

### Illinois

625 North Court, Suite 300  
Palatine, IL 60067  
847.963.9860

## OUR MISSION

Our mission is to maximize performance of organizations and employees so that business thrives.

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## OUR PURPOSE

We achieve our mission through knowledge transfer—the delivery of HR expertise through a wide range of membership benefits.

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The *HR Digest* is distributed bi-monthly by MRA—the Management Association as a benefit of MRA membership. Back issues are available at [www.mranet.org](http://www.mranet.org). Share content as often as you'd like for the benefit of your management team or employees with appropriate MRA attribution. Reach out to Lynell Meeth, Director of Member Content at 414.696.3446 or [Lynell.Meeth@mranet.org](mailto:Lynell.Meeth@mranet.org) with questions or comments.



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## Workforce Planning for the Future

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## Letter From the Editor

Lynell Meeth • [Lynell.Meeth@mranet.org](mailto:Lynell.Meeth@mranet.org)



Our current reality is changing when it comes to hiring. Our cover story reminds us that it's no longer the status quo where you post and pray, hire and hide, and file and forget. It means employers need to shake things up and look at workforce planning differently. The time is now.

The demographics support it and employees are looking for an improved working experience.

In this edition, we also hear from two MRA experts who tell us both sides of the story when it comes to the ongoing debate over drug testing for marijuana. In a recent member poll, we asked organizations if they have discontinued marijuana from their drug screen process. The vast majority have not. However, nearly 10 percent indicated they are considering it.



[MRANET.ORG](http://MRANET.ORG) | 1.800.488.4845

# Equal Pay for Equal Work— What Does It Really Mean?

**M**ANY PEOPLE ARE SHOCKED TO FIND THAT EQUAL PAY IS STILL AN ISSUE for companies. After all, there are laws against gender discrimination so how is this possible? While it's understandable in theory, it can be difficult for employers and employees alike to recognize how it works in practice.

What does equal pay for equal work really mean? The Equal Pay Act of 1963 says it's illegal in the United States to pay men and women working in the same place different salaries for performing a job that requires substantially equal skill, effort, and responsibility. On paper, it makes perfect sense. But there are exceptions:

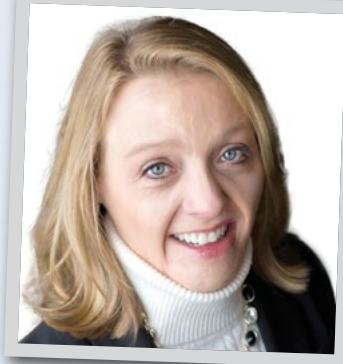
- **Seniority.** Rose was just hired to be William's colleague, working together on the same projects with the same clients. Rose makes \$10,000 less a year than William because she's a new hire and he's been with the company for five years.
- **Geography.** A woman in San Francisco hired on the same day as a man in Boise, Idaho, will make more for doing the exact same job with the same company.
- **Performance.** Ellie and Sophia are both office assistants at the same company. Ellie received a merit raise and Sophia didn't. Sophia was incensed! However, management observed that Ellie is more proficient and performs her job better and, therefore, deserves higher compensation as a reward for her outstanding performance.

## Unequal Pay and Unconscious Bias

There has been a lot of press about unconscious bias with Starbucks and Salesforce both admitting publicly that there is much work to be done, and for good reason—it's a real thing. Unconscious bias is the way you perceive details in your mind even if you are not consciously aware that you do. One example is when hiring, managers often

unconsciously gravitate towards individuals like themselves. Unconscious bias can also creep in with pay decisions that are based on assumptions.

For example, consider that there are two great candidates for two open positions for the same type of job. One is a female returning to work after having a child, and one is a male with current employment. Both have good experience and the skills to do the job. In this scenario, a hiring manager may unconsciously feel that the male candidate with more job stability is a better candidate and subsequently pay him a higher starting salary than the female who has an interruption in her work history. Unconscious bias can also come into play when hiring managers expect males to negotiate salary and females to accept an offered salary.



**Deb Larsen**  
HR Business Advisor  
Deb.Larsen@mranet.org

Unconscious bias can also creep in with pay decisions that are based on assumptions.

## Changes in the Workforce

It's true that women still face a substantial wage gap in comparison to men. However, the percentage of women completing college is at an all-time high and millennials, in general, are being more vocal about what they want and how they expect to be treated by their employer. The tight labor market and increasing boomer retirements means businesses that don't make changes to compete for talent will lose out on qualified candidates.

## So, what should employers do?

- Bring awareness of unequal pay to your organization. Many company leaders think they are doing a good job when it comes to equal pay but when it's analyzed, they realize they are off the mark.
- Annually review your payroll practices. Look for glaring pay inequities.
- Take a critical look into your current hiring and development processes.
- Train your hiring managers to recognize how unconscious bias shows up in the workplace.

Understand that change takes a long time, but the time is now if you haven't started. MRA members can always contact an HR Advisor to discuss a situation or talk through a process by calling 866-HR-Hotline (866.474.6854) or emailing [InfoNow@mranet.org](mailto:InfoNow@mranet.org). [HR](#)



# The Importance of Being Diverse and Inclusive

You know it's important, but where in the world do you begin planning a diversity and inclusion strategy for your company? Don't worry, we're here to help. MRA has partnered with Spectra Diversity to help members establish or refresh your company's D&I journey. Learn more about the Spectra Diversity Inclusion Assessment™ (SDIA), the first of its kind that provides a diversity and inclusion road map for organizations of any size, as well as different resources and strategies for your D&I initiatives. The SDIA will help you better focus on diversity and inclusion change efforts based on the needs of your organization. Find out more by calling 800.488.4845 or email at [registrations@mranet.org](mailto:registrations@mranet.org).

**T**HE ROAD TO WORKPLACE DIVERSITY AND INCLUSION IS A LONG and winding one, but it's a destination every company can (and must) reach.

Diversity at work can be easy to see, but inclusion, not so much. Most of us are aware that workplace diversity is the presence of human differences, like race, gender, religion, socioeconomic status, and sexual orientation. Inclusion is more about the workplace culture. It's making sure all employees are treated fairly and with

**The "don't fix it if it isn't broken" mentality will eventually cost companies big time.**

respect, having equal access to opportunities and fully participating in the organization's success.

It's important for employees to see that their organization believes and engages in diversity and inclusion (D&I) efforts and that it's integrated into everything they're doing. From an HR standpoint, employees will notice their company's commitment to D&I through their recruiting and hiring practices, and when done right, it makes employees feel valued and respected.

## Why D&I?

The concept of diversity and inclusion challenges business owners to think about how they run their company. And it can be an emotional matter, especially if they discover they aren't diverse and inclusive, forcing them to sort through what that means. Organizations need to be accepting of different skill sets, thinking styles, experiences, and personality types of all employees. If there's not a diverse and inclusive culture at your workplace, there's a huge disconnect happening.

On the other side of the coin, companies who don't see the importance of D&I or the need to change because "we've done it this way forever" are in trouble. Today, D&I needs to be ingrained as how business is done. The "don't fix it if it isn't broken" mentality will eventually cost companies big time.

Not only is having a diverse and inclusive workplace the right thing to do, it benefits an organization's productivity and bottom line. Spectra Diversity, a nationwide leader in D&I assessments reported that:

- Companies with more racial/gender diversity have more sales revenue, more customers, and greater profits.
- Companies with more female executives (at least 20 percent) are more profitable.
- Teams exhibiting a wider range of educational and work backgrounds produce more innovative products.
- According to the Financial Times, for every one percent rise in gender diversity, there is a three to nine percent rise in sales.

## Where to Begin?

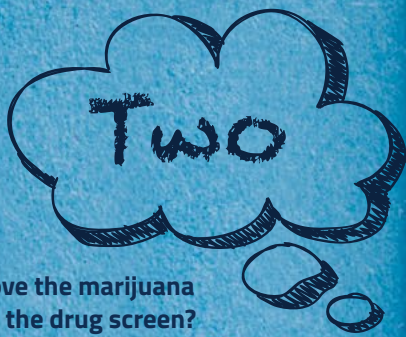
At MRA, we have the services and training you need for your D&I journey:

- Professional Services:
  - » Spectra Diversity Inclusion Assessment™ (SDIA)
  - » D&I action planning
  - » Affirmative action plans and metrics (disparities in employment actions, good faith effort practices)
- Training/Learning and Development Services:
  - » Understanding styles and adapting to others
  - » Unconscious bias
  - » Workshops for hiring managers

Diverse and inclusive workplaces make for better companies. The result is a more engaged workforce with increased productivity and morale. The time is now to get on the path to your D&I destination. **HR**

**Lisa Pook**  
**Director,**  
**Organizational**  
**Development**  
**Lisa.Pook@**  
**mranet.org**





Should you remove the marijuana component from the drug screen? Or is it more important now than ever to test potential candidates before they are hired?

Here are two MRA experts to tell you both sides of the story.

**Michael Hyatt, Director, HR Government Affairs**



### Don't Screen for THC.

THC (the main mind-altering ingredient of marijuana) can stay in a person's system up to 30 days so it's difficult to know exactly when an individual was using marijuana. And what an employee does on his or her own personal time typically should not be subject to judgment by the employer. If an employee tests positive for THC, an employer needs to follow its company policy which may mean that the employee is sent to rehab, subjected to follow-up random testing, or terminated. All of this ends up costing the company extra work and money.

With the tight labor market, employers need to fill jobs, plain and simple. Can you afford to limit your talent pool because of off-duty marijuana use?

Some companies still use the standard five-panel test for drug testing, but decide to disregard a positive THC finding for preemployment or random screens and nonsafety-related jobs. Yes, there is risk but like everything else, employers need to ask themselves if the risk is worth the reward.

Right now, marijuana is legal in 29 states for medical use and in nine states and Washington, D.C., for recreational use. As more states legalize the use of marijuana and the challenge of finding employees continues, employers can remove the complications by taking out the drug screen for marijuana all together.

The laws differ from state to state for positions governed by drug and alcohol testing provisions under the U.S. Department of Transportation and the Drug-Free Workforce Act. MRA has you covered for information on the laws and regulations pertaining to these issues. Check out these articles from our HR Resource Center.



# DRUG SCREEN FOR MARIJUANA...OR NOT?



**Laurie Greenlees, Director, HR Hotline & Safety**



### Keep the Marijuana Screen.

The 30 days in your system argument is a moot point because on a federal level, marijuana use is an illegal activity.

Yes, many states have legalized marijuana for medical use, so if the candidate or employee is legally using marijuana, the individual must prove he or she has the appropriate prescription, among other things, and once that's done the positive screen would be overturned by the medical review officer and would not be considered by the employer.

Statistics show that drug users are more apt to be tardy or absent, they make more mistakes, cause more accidents and injuries, and damage company property. If an employer hires someone who is using drugs, and performance and/or attendance issues emerge, the employer will need to address with the employee by providing feedback, coaching and counseling, additional training, and possibly disciplinary action including termination. All of this ends up costing the company more time and money.

It is much harder to maintain a drug-free environment and defend against possible negligent hiring litigation claims if employers remove drugs from their screening process that are considered socially mainstream. It's bad for morale, impacts the work culture, and damages the business' reputation as an employer of choice. For safety sensitive positions, an employer should never skimp on drug screening. It's too risky.

Keep it safe. Keep it drug-free. Keep the marijuana screen.

- **Lots of Buzz About Marijuana in the Workplace**
- **Marijuana and the Workplace—A Guide for Employers**

# WORKFORCE PLANNING FOR THE FUTURE

## Are You Ready?

**YOU HAVE SEEN THE HEADLINES.** You have experienced the pain. Hiring is getting tougher. The market is talent-driven and companies need to adapt to survive.

The truth is, having a good experience is paramount in society today and it matters—including looking for a new job. Candidates want to move through the recruitment process faster, start off on the right foot in an organization, and receive instant messages on how they are doing.

**The goal is to make the process—  
and experience—easier and faster  
for the candidate.**

Employers who recognize the trends understand that they need to address this current reality to retain top talent and they are starting with three main areas.

### Technology

Having effective technology solutions to support your hiring and staffing objectives cannot be understated. Companies are looking for any competitive advantage to elevate their recruiting game, whether that is an updated applicant tracking system (ATS), text recruiting, or video interviewing.

The goal is to make the process—and experience—easier and faster for the candidate. The challenge is not to get too high-tech at the expense of high-touch. Candidates want to feel like they are more than just a number. Face-to-face conversations are still the best way for candidates to understand the personalities and culture of the organization they are considering joining.

### Onboarding

You've heard the old adage that you never get a second chance to make a first impression. That's why it's critical to connect a positive candidate experience with a great new hire experience.

We all can relate at some point in our careers to starting a new job with a sink-or-swim approach. It's not fun. It's not engaging. New hires are deserving of more. They have choices when it comes to employment so you want to ensure they feel that they made a good one in deciding to stay with your company. According to Mark Stein and Lilith Christiansen's book *Successful Onboarding*, almost a third of employees employed in their current job for less than six months are already job searching to see if there is something better out there.

That is a wake-up call to any employer. Now is the time to revamp your onboarding practices to ensure new hires have a clear understanding of the mission and culture, make connections with other employees, and are given the time and tools to fully succeed in their job.

### Feedback

We've surveyed our members and they've told us that performance management is a chore, but it has to get done. In addition, finding time to do it is a challenge. The answer isn't to stop doing it, but rather to find out how to do it differently or better. Feedback is important and the trend is toward giving more feedback, not less. A growing number of employers are now starting to rely on real-time, in-the-moment conversations to foster better communication about employee performance and development.

Managers play a key role in this process and should be empowered to participate in goal-setting, coaching, and providing continuous feedback.



**Angela Fischer**  
*Director, Conferences and Events*  
[Angela.Fischer@mrnet.org](mailto:Angela.Fischer@mrnet.org)

# WORKFORCE PLANNING

FOR  
2019  
& BEYOND

ALIGNING WORKFORCE STRATEGY WITH REALITY!

Tuesday | **SEPT. 11. 2018**

**The Edgewater**

1001 Wisconsin Place, Madison, WI 53703

What's the answer for dealing with the worsening workforce talent shortage? At MRA's next conference—Workforce Planning for 2019 and Beyond—employers will obtain practical insights into how to compete for limited resources and the multi-pronged efforts necessary to attract and retain workforce talent. MRA will help ensure your workforce strategy is aligned with reality and focused on the things that matter!

**Feedback is important and the trend is toward giving more feedback, not less.**

Workforce planning has changed drastically in the last five years. It's imperative to remain on the cutting edge of hiring trends if you want to attract and keep qualified candidates. Having your technology in place, making new employees feel welcome and engaged, and staying on top of employee feedback are a few ways to help you win the talent war. [HR](#)

# Meet COURTNEY LAMERS

## SOCIAL MEDIA AND PROMOTIONS SPECIALIST



“The best part of social media is taking the great work of others and sharing it with the world, showcasing what they do and watching it make a positive impact.”

**F**ROM THE MOMENT YOU MEET COURTNEY you'll be energized by her positive attitude and cheerful spirit. These qualities serve her well as MRA's social media and promotions specialist.

Courtney began developing her professional skills in college with an internship at the Wisconsin Department of Natural Resources, where she created internal and external communications, organized and assisted with summer programs, and started an online events calendar.

At the Sierra Club, Courtney planned and executed three events in New Orleans to commemorate the tenth anniversary of Hurricane Katrina.

She then gained some project management experience with American Family Insurance, where she created internal marketing messages and led a team of other interns to victory in a company-

sponsored "Share Tank" competition (modeled after "Shark Tank") benefitting a local charity.

With her well-rounded communications and marketing experience at a state agency, a nonprofit, and a Fortune 500 company, Courtney joined MRA in November as a member experience intern and was promoted to social media and promotions specialist in March of this year.

Courtney earned a bachelor's degree in marketing as well as a certificate in business communication from the University of Wisconsin-Eau Claire.

When she's not tweeting, snapping, connecting on LinkedIn, or posting, Courtney coaches high school freshman volleyball, travels, and spends time with family and friends. [HR](#)



# The Hazards of Working in the Heat

**YOU'VE BEEN THERE**—the feeling of being overheated due to your environment or activity, so you slow it down, drink some cool water, and get back to feeling normal. But what happens when you're at work and part of your job involves working in a hot environment? Employers need to educate their workers on the risks that hot conditions bring.


It's not just the air temperature a worker needs to worry about, but body temperature as well. When heat-related issues such as humidity, radiant heat, and air velocity are in play, one of five heat disorders could occur. It's important to know the signs and take the proper precautions to make sure your employees stay safe.

**1. Heat stroke** is the most serious condition, according to the Occupational Health and Safety Administration (OSHA), and is caused when the body no longer regulates its core temperature. Sweating stops and the body can't get rid of the excess heat. Signs include:

- » Mental confusion
- » Delirium
- » Loss of consciousness
- » Convulsions or coma
- » Body temperature of 106 degrees F (or higher)
- » Hot dry skin which may be red, mottled, or bluish

Heat stroke is a life-threatening situation and needs to be taken very seriously. First, call 911. Next, while waiting for medical help, move the person to a cool area, soak his or her clothing with cool water, and fan the person vigorously to increase cooling. Getting help fast can prevent permanent injury to the brain and other vital organs.


- 2. Heat exhaustion** happens when a worker sweats excessively, doesn't drink enough fluids, doesn't take in enough salt, or both. The employee still sweats but experiences extreme weakness, fatigue, giddiness, nausea, or headache. The employee's skin is clammy and moist, complexion is pale or flushed, but the body temperature is normal or just slightly higher. The worker needs to rest in a cool place and drink an electrolyte solution. Severe cases involving those who vomit or lose consciousness may require treatment from a doctor.
- 3. Heat cramps** are caused when a worker drinks water but doesn't replace the body's salt loss. Tired muscles used on the job are usually the ones most susceptible to cramps. Relief can be found by drinking more liquids in a cool spot, and for quicker relief, an IV saline solution may be given to replace the lost salt.
- 4. Fainting** may be a problem for a worker who isn't accustomed to a hot environment and doesn't move around a lot while in the heat. Workers who faint usually recover quickly after a brief period of lying down. Moving around, rather than standing still, usually reduces the possibility of fainting.
- 5. Heat rash**, or prickly heat, happens in hot and humid environments where sweat is not easily evaporated from the skin. When heat rash is extensive and complicated by infection, it can be so uncomfortable that employees can't sleep or may be unable to perform their duties at work, resulting in temporary total disability. Resting in a cool place and allowing the skin to dry can prevent it.

Managers and supervisors (and even co-workers) need to know the signs and symptoms of heat disorders so they can quickly respond should the need arise. It could save a life. 

## HR Certification Exam Content Changes Effective August 1

**AS HR MANAGEMENT PRACTICES** continue to transform and become increasingly complex, the HR Certification Institute (HRCI) has modified its content outlined for the Professional in Human Resources (PHR) and Senior Professional in Human Resources (SPHR) exams. Specifically, the new PHR and SPHR exams for HR professionals will have greater HR emphasis on employee experience and data-driven business decisions.

The new exam content outlines take effect on August 1, 2018. Exams scheduled on or after that date will be based on the structure and percentage weightings of the new, separate exam content outlines.

MRA can help prepare you for PHR/SPHR and aPHR exams through our online and classroom exam prep sessions. Call or email us today to learn more! 800.488.4845 or [registrations@mranet.org](mailto:registrations@mranet.org). 



# The Roundtable Experience

**WOULDN'T IT BE GREAT** if more aspects of our lives had a place where we could talk freely with like-minded people in a confidential setting about the issues that are on our minds? At MRA, we have a place just like that, our roundtables. For over 30 years, MRA's Roundtables have provided a forum for peers to get together, discuss challenges, talk over solutions, keep up with current business trends, and become a close-knit professional network.

MRA is proud of our nearly 70 roundtable offerings, giving over 850 participants the opportunity to share their best practices and exchange ideas. Some of our Professional Roundtables include human resources, payroll, manufacturing, sales manager, technology, customer service, and safety. The Executive Roundtables include CEO, CFO, marketing director, and senior HR, to name a few.

**"There is no judgment, and participants rely on each other to benefit from one another's experiences and different approaches to solve problems. They learn from each other."**

## From the Facilitator's Perspective

MRA's facilitators guide roundtable participants through discussions on all kinds of topics and make sure each session is a confidential, successful use of the participants' time. Some of our facilitators shared their insights on roundtables:

Amy Wangerin, HR Training Director for MRA, facilitates a Senior HR Roundtable and for this season, her group picked a mantra: Calculate. Communicate. Celebrate. Their goal is to gather information and calculate the data when implementing new ideas; share ideas with their senior teams on how HR can be a strategic partner; and celebrate the successes when HR helps meet the organization's goals.

"The roundtable inspires me, both personally and professionally," said Wangerin. "I have the privilege of hearing the challenges and issues of the roundtable members, which gives me the ability to better serve MRA's members."




**Kimberly Kent-Slaterry**  
Manager, Roundtables  
[Kimberly.Kent-Slaterry@mranet.org](mailto:Kimberly.Kent-Slaterry@mranet.org)

Lynell Meeth, Director, Member Content, also serves as facilitator for an HR Generalist/Manager Roundtable. She explained that often the participants in her roundtable are the only ones in HR at their companies, or they have a team that is spread thin and there's no time to use each other as a sounding board.

"In HR, so much of your work time is about helping others, but the time spent at the roundtable is also about personal development and addressing each other's needs," says Meeth. "It's a safe space and what is shared stays within the group. There is no judgment, and participants rely on each other to benefit from one another's experiences and different approaches to solve problems. They learn from each other."

Peg Heinen, MRA's Manager of HR Handbooks, was with a member company before joining MRA and wishes she had participated in a roundtable back then. "It's so valuable; it would have been such a good investment for me because the power of the roundtable is amazing. The participants invest 90 minutes a month, but they save themselves an incredible amount of time by sharing ideas, experiences and resources with one another."

As the facilitator of a Solo HR Roundtable, she has seen firsthand how the roundtable can really open an HR professional's eyes to what parts of HR are universal and what is inherently unique to their business. "It helps roundtable participants clearly see what others in the field are doing."

MRA is currently enrolling participants for the 2018/2019 season, which begins in September. For a complete list of roundtable offerings in your area, please visit MRA's website ([www.mranet.org](http://www.mranet.org)) and type in Roundtables in the keyword search box, or find Roundtables under the Member Benefits tab. We hope to see you at the table! 

MRA's Roundtable offerings:

## HR ROUNDTABLES

- HR Generalist/Manager
- HR Leader
- HR Support
- Small Company/HR
- Solo HR

## EXECUTIVE/SENIOR ROUNDTABLES

- CEO
- CFO
- Executive HR
- Marketing Director
- Senior Financial
- Senior HR

## PROFESSIONAL ROUNDTABLES

- Accounts Payable
- Administrative Professionals
- Customer Service
- Leadership Excellence
- Learning & Development
- Manufacturing Professionals
- Payroll
- Quality Professionals
- Safety
- Sales Manager
- Technology Professionals

## MRA SOUND BITES

### The War for Talent Is Over. The Candidates Won.

Beth Mathison, Director of Employment Services, was interviewed on Milwaukee's WTMJ-TV "Ask the Expert" segment talking about the Foxconn Effect, the current talent shortage and what employers and employees need to do.

**"You're now seeing employers shift gears and institute annual training, so they're not just doing it as part of the new employee training process, they're really building it into their workplace."**

**"Companies need to be more creative in telling their story about why their organization is a great place to work."**

### Staying Proactive on the #MeToo Movement

Laurie Greenlees, Director, HR Hotline & Safety, was interviewed for the Milwaukee Business Journal cover story on the #MeToo movement. She commented on how local employers are looking to refresh their policies and include more detailed examples of what constitutes unprofessional behavior in the workplace.



# MRA Board of Directors

## 2018-2019



**Susan Fronk**  
**President and CEO**  
[Susan.Fronk@mranet.org](mailto:Susan.Fronk@mranet.org)

We are honored to have Bill and all our outstanding, committed board members help guide MRA through some exciting times as we implement several significant initiatives. These initiatives will position MRA for future growth, allow us to better serve our members, and ensure our business communities continue to thrive.

**R**ECENTLY WE RATIFIED THE 2018-2019 BOARD OF DIRECTORS with your input. I want to thank you for your continued support of our board members and the service they provide to position MRA now and for the future.


Bill Solomon, CEO of AFX, Inc., will continue to serve as Chairman of our Board of Directors. He has used his considerable business insights and in-depth experience with MRA to help guide our organization. Bill has been a member of the Board of Directors since 1999, and has served in several capacities, including the Executive Committee and was Board Vice Chair in 2015.

Bill is a graduate of the University of Denver with a degree in marketing and administration. Bill first worked for the Easter Seals Society as director of development, and then joined AFX Lighting in 1974. AFX has been a longstanding member of MRA and taps into a variety of MRA services, including recruiting, salary surveys, the HR hotline, HR business partners, and supervisory training.

We also welcome two new board members: Brian Olesen and Janet Schulz.

- Brian is President and CEO of Centro, Inc., a leader in rotational molding design, engineering, development, and production of custom rotationally molded products.
- Janet is COO of ORP Management LLC, which provides a continuum of care for people with intellectual, developmental, and physical disabilities, brain injury, mental health, and other behavioral impairments.

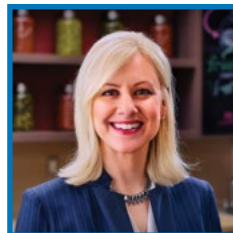
Brian and Janet will bring fresh new perspectives to the board and to MRA.

We thank all of the board members for their time, talent, and dedication to ensuring MRA continues to deliver superior value to all our members. 

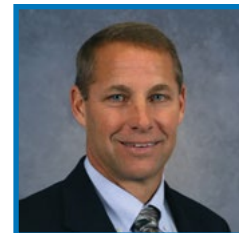


**Chair**  
**Bill Solomon**  
 CEO  
 AFX, Inc.

## Officers



**Vice Chair**  
**Christine Specht-Palmert**  
 President & CEO  
 Cousins Submarines, Inc.

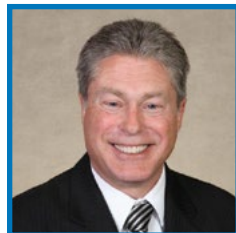


**Treasurer**  
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 Lakeside Foods, Inc.



**Ex-Officio**  
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## Executive Committee



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**Jessica Manivasager**  
 Shareholder  
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**Dave Rolston**  
 President & CEO  
 Hatco Corporation



**Todd Teske**  
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 Stratton Corp.

**Thank you for your participation!**



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**Scott Gierhahn**  
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Schroeder Solutions



**Neal Glaeser**  
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**Brian Olesen**  
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**Joe Guerriero**  
President  
Ikonix USA



**Marsha Mather**  
President  
Laacke and Joys Company



**Sarah Richards**  
President & CEO  
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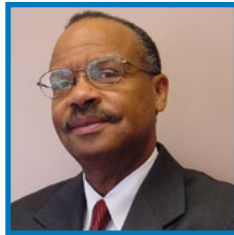
**Lawrence P. Moon**  
Chairman and CEO  
The Sandstone Group



**Janet Schulz**  
COO  
ORP Management LLC



**Cheryl Sment**  
President & CEO  
Interstate Sealant  
& Concrete, Inc.



**Prince Wallace**  
Owner/CEO  
West Central Environmental  
Consultants, Inc.

*Full Board  
of Directors*

# New Members

*MRA extends a warm welcome to our newest members*

## **Iowa Laborers Education & Training Trust Fund**

Lynn Pickard  
Administrator Director  
Des Moines, IA

## **Prestage Foods of Iowa**

Pam Webster  
Director of Human Resources  
Eagle Grove, IA

## **Sterilite Corporation**

Lori Bassow  
Human Resources Manager  
Davenport, IA

## **Cast Products Inc.**

Heather Smith  
HR Manager  
Norridge, IL

## **Elkay Manufacturing Co.**

Connie Dell  
HR Manager  
Savanna, IL

## **Galesburg Area Chamber of Commerce**

Jessica Linder  
Executive Director  
Galesburg, IL

## **Hegele Logistic LLC**

Christel Counsil  
Global Director HR  
Wood Dale, IL

## **Hunter Benefits Consulting Group**

Katherine Tipper  
President CFO  
Palatine, IL

## **ITW Hi-Cone**

Tracy Wilhelm  
Senior HR Generalist  
Itasca, IL

## **KGH Consultation and Treatment**

Natalya Kurzinski  
HR Manager  
Northbrook, IL

## **Kleinschmidt**

Alissa Catalan  
HR  
Deerfield, IL

## **Marriott Chicago Northwest**

Katie Clark  
HR Director  
Hoffman Estates, IL

## **Princeton Technical Services**

Tim Hughes  
CEO President  
Chicago, IL

## **Prompt Praxis Laboratories LLC**

Cecilia Newcomb-Evans  
Senior Vice President  
Vernon Hills, IL

## **Thomson Linear**

Heather Cepa  
HR Director  
Marengo, IL

## **180 Degrees**

Ryan Clukey  
Director of HR & Operations  
St. Paul, MN

## **Arrowhead Engineered Products, Inc.**

Shari Rice  
Benefits and Compensation Manager  
Blaine, MN

## **Astro HQ LLC**

Matt Ronge  
CEO  
Minnetonka, MN

## **Bright Health Management Inc.**

Maura McGinn  
VP, People  
Minneapolis, MN

## **CareProfiler**

Aubree Johansson  
Director of Customer Relations  
St. Paul, MN

## **HealthCare Impact Associates, LLC dba Health e(fx)**

Jessica Arky  
Senior Account Executive  
Minnetonka, MN

## **Hypred - U.S. Headquarters**

Mark Hodgson  
Vice President  
Minneapolis, MN

## **Integrative Therapy, LLC**

Jeremy Schmidt  
Vice President  
Golden Valley, MN

## **Marshall Manufacturing**

Joseph Bourgeault  
Director of Operations  
Minneapolis, MN

## **Michaud, Cooley, Erickson & Associates LLC**

Jody Fearing-Trende  
Interim CFO  
Minneapolis, MN

## **Mini-Hops Gymnastics**

Sheridan Pedlar  
Education Coordinator  
Plymouth, MN

## **Sackett-Waconia**

Beth Whittaker  
HR Manager  
Waconia, MN

## **StoneArch Logistics LLC**

Matt Parnell  
Controller  
Minneapolis, MN

## **The Sierra Company LLC**

Kristina Sorteberg  
Human Resources Manager  
Minnetonka, MN

## **Aldrich Chemical LLC**

Jim Scadden  
Head of North American Distribution  
Milwaukee, WI

## **Artful Home LLC**

Steve Bielefeldt  
Human Resources Manager  
Madison, WI

## **Balance Within LLC**

Sarah Trunk  
Co-Owner, Physical Therapist  
Delafield, WI

## **Caspian Technology Concepts LLC**

Dale Boehm  
President  
Waukesha, WI

## **Frontier Title & Closing Services**

Trey Dittmann  
President  
Hartland, WI

## **Herrschners Inc.**

Leann Steltenpohl  
VP of Operations & Supply Chain  
Stevens Point, WI

## **Life Change Pharmacy**

Ali Nafea  
Co-Owner  
Milwaukee, WI

## **Medical Equipment Compliance Associates LLC**

Michelle Peck  
AP/AR Specialist  
Franklin, WI

## **Miba Industrial Bearings US LLC - John Crane**

Theresa Manuel  
Staff Accountant  
Grafton, WI

## **Midwest Insurance Group LLC**

Troy Peterson  
Principal/Owner  
Delafield, WI

## **Milwaukee JobsWork**

Bill Krugler  
President  
Milwaukee, WI

## **Parklawn Assemby of God**

Nikki Mills  
Operations Manager  
Milwaukee, WI

## **Strang Inc.**

Jill Ruffridge  
Lead HR Specialist  
Madison, WI

## **The Ridge Community Church**

Stacey Pennington  
Associate Accountant/HR Rep  
Greenfield, WI

## **Zizzl LLC**

Rob Goll  
VP Business Development  
Hartland, WI

# heard it on the HR HOTLINE

# surveys



WE WANT YOUR INPUT!

Open Surveys:

**2018 Pay Trends & Talent Strategies (June 13 – July 13)**

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Interested in participating? Need to purchase a survey? Contact MRA's Survey Department:

 800.488.4845 x3508

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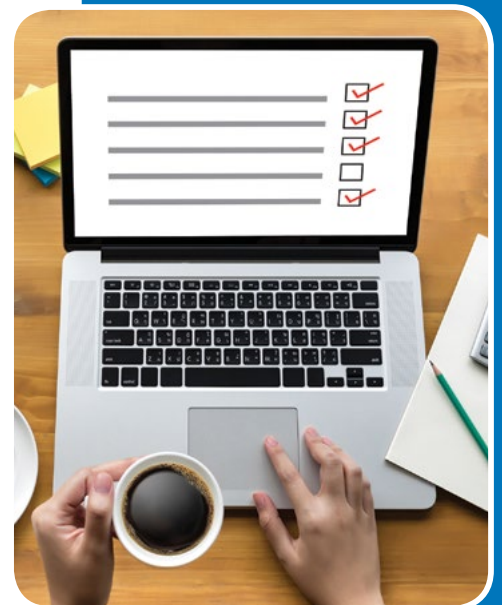
 [www.mranet.org/surveys](http://www.mranet.org/surveys)

**Q Under an attendance point system, is it acceptable to charge points when an employee is on FMLA leave or on an ADA-related absence?**

**A** It is not recommended that points be given to an employee who is absent from work for an approved FMLA leave or a leave resulting from reasonable accommodation under the ADA. Charging points could be considered a penalty, or adverse action, for taking a legally allowable leave under the FMLA or the ADA. Many employers have ended points-based attendance systems for this reason or modified their policy so points are not incurred for taking a legally allowable leave of absence.

**Q Must an employer always pay a terminating employee for earned but unused vacation time upon termination?**

**A** In most cases, this is governed by the policy or established practice that the employer has established. In the MRA geographic area, including Wisconsin, Minnesota, Illinois, and Iowa, only Illinois has a specific law requiring that all earned and unused vacation plus prorated current year vacation time must be paid to an employee upon termination.





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