# GOUNG ISSUE 2 | 2014 POS DE From Alaska SHRM



# MAKE HISTORY WITH US

# Celebrating Serving Alaskans For 50 Years

It is our greatest honor to be celebrating our 50th year in business during 2014. This milestone is significant for any business and we are especially proud to have accomplished something so great. Our success is a reflection of our principles and values that we established, cherish and hone every day. While we couldn't be prouder of our success, we are also humbled by its real meaning: that we have helped others be successful; for this is the real achievement we strive for every

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For 50 years The Wilson Agency has supported this community through time, treasure and talent, a tribute we hold dear.

For 50 years The Wilson Agency has received the trust and belief in our service that has built us into Alaska's largest employee benefit firm today.

Thank you Alaska!

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10

## Characteristics of a Good 21st Century Manager



12

### **Certification Update**







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# Contents

## **4** Letter from the Director

Our goal is to educate our members on the value of the re-entry program and how employers can benefit from capturing talent from an untapped resource. We will keep you posted on the details of this educational and worthwhile event.

## **5** Legally Terminating an Employee

You need to understand what the law requires of you. In addition, you should know what the employee's rights are, and whether the soon-to-be-ex-employee is entitled to benefits and continued health-care coverage. (The short answer is probably yes.)

- 6 Who is SHRM Alaska?
- 8 2014 Alaska State HR Conference

## 10 Characteristics of a Good 21st Century Manager

Managing, leading and coaching – these terms sum up the main responsibilities expected of a manager and have for many decades.

# 11 ASHRM's Education & Certification Network Congratulates Those Recently Certified

# **12** Certificate Update

SHRM has stated that beginning January 1, 2015, if you are certified and in good standing, you are eligible for SHRM's new certification—at no cost—by completing the following by December 31, 2015: Document that your current certification is in good standing; sign the SHRM Code of Ethics; and complete a brief online tutorial on HR competencies.

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#### Mission Statement

The mission of the Alaska State Council is to be a strategic partner with individuals, businesses, community organizations, SHRM and NHRMA in order to encourage the advancement and knowledge of dedicated human resources professionals by providing communication and professional development resources throughout Alaska.



## Alaska SHRM State Council message

Nancy Miller, SPHR Director, Alaska SHRM State Council

# 2014 State HR Conference a Great Success!



he Alaska State HR Conference held May 12 – 13 at the Anchorage Sheraton was a great success! Attendees showed up in record breaking numbers ready to "En"HR"gize and Engage"! The two day conference included a great line up of keynote speakers and presenters. We even tried a new evening event this year – Speed Networking! I want to send a big thank you to the conference committee headed by Patty Hickok and the many volunteers who were essential in the success of this event!

The Pacific West Regional Student Conference was held in Portland, OR in April. I am very proud to send my congratulations to our graduate team from Wayland Baptist University. Under the direction of our College Relations Director, Dr. Dave Rambow, they took second place! This is such a great accomplishment by our student chapter members. 2014 is proving to be a year of growth for Alaskan student chapters. In addition to our Wayland Baptist University Student Chapter, Alaska will be adding student chapters from

the University of Alaska Fairbanks and the University of Alaska Southeast.

I am very excited to announce that our Workforce Readiness Director, Ann Flister and Co-Chair Roxann Bale have begun working with the Nine Star Partners Re-Entry Center program. An event to educate our members on the program is scheduled for July 23 at the BP Energy Center. Our goal is to educate our members on the value of the re-entry program and how employers can benefit from capturing talent from an untapped resource. We will keep you posted on the details of this educational and worthwhile event.

Our Pinnacle award winning webinar series continues with a full schedule throughout 2014. It is a wonderful way for us to meet the needs of our Alaskan members by offering complimentary, first class presentations while earning preapproved HRCI credits. For upcoming programs please visit http://alaska.shrm.org for more information.



# **Legally Terminating an Employee**

By Susan Morgan, The newsLINK Group LLC

magine that your company has an impossible employee. As someone working in the human resources department, you and the employee's managers struggled to help the employee succeed. You even put a Performance Improvement Plan (PIP) into place, because you thought the damage wasn't irreparable, and the employee could have improved if given the right help. (If you didn't do your best as a company to help an employee improve, that's the subject of another article entirely.)

Nothing was effective, and now it's time for employment termination. What do you need to know now about employee termination?

You need to understand what the law requires of you. In addition, you should know what the employee's rights are, and whether the soon-to-be-ex-employee is entitled to benefits and continued health-care coverage. (The short answer is probably yes.)

#### **Protected Areas**

There is only one state in the U.S. that doesn't give your company the option of having an at-will policy for your employees. That state is Montana, where you can't lose a job without cause after a probationary period.

At-will employment is the right to terminate employment. Employers don't have to have a reason to fire someone, and they can do it at any time. However, a problem employee might have an agreement or contract that contradicts the policy for at-will employment, and there are some circumstances where it is illegal to terminate someone's employment. Make sure you have all the necessary information you need before you continue.

When is it illegal to terminate employment? Nationally, there are three protected areas:

- Discrimination. You can't legally terminate employment for someone because of age, disability, gender, race, or religion.
- Whistleblowing. If someone
  complains because of discrimination,
  harassment, health issues, illegal
  activity, or safety violations, that
  person might also have some legal
  protections. An employee who testifies
  against you in court could also be
  protected. The rules vary by state, so
  talk to a lawyer to find out what they
  are for your specific case.
- Time off. If someone needs to vote, serve on a jury, or take leave (family, medical, or military), then employers are required to cooperate.

There are a lot of people who could claim they lost a job because of discrimination, not because of incompetence or worse. When you put your documentation together, you were trying to make sure you gave the employee a fair chance, and not just as a way to protect yourself, but now it's a good thing you did. You can now document the fact that you really tried to help this person.

It's a good idea to refer to your evidence of poor performance during the termination meeting, and to document the termination meeting, too. That way, if someone claims your action was a complete surprise and that the only way to explain it is discrimination, you can counter with hard evidence of the employee being late, being absent, and not performing well. That, combined with your meticulous records showing how hard you worked to salvage the situation, should be a good defense.

Don't think you can toss the information you gathered once the employee has walked out the door for the last time, either. You will want to keep your documents for a reasonable amount of time after the employee leaves, just in case you need them in a court situation.

## **Employee Benefit Rights**

What are you obligated to do for employees who are terminated?

• If your company has had more than 20 employees for more than 50

**Legally Terminating** continued on page 7

# Who is SHRM Alaska?

By Patty Hickok, Membership Director

- 1,304 SHRM members
- 43 different communities across the state
- 550+ different companies represented
- 370 of Alaska members are certified (28.4%) as follows:
- 210 PHR
- 144 SPHR
- ▶ 1 GPHR
- 3 PHR/GPHR
- 13 SPHR/GPHR



# ALASKA SHRM STATE COUNCIL WE ARE ALASKA SHRM Representing over 1,300 SHRM Members in Alaska

percent of the business days during the last year and also has a group health plan, you might need to offer temporary coverage at group rates for the employee, the employee's spouse, and any dependents. This coverage is usually referred to as COBRA, but COBRA is actually an acronym for the Consolidated Omnibus Budget Reconciliation Act of 1986. It mandated insurance coverage under specific circumstances, such as job termination. Your company doesn't have to pay the full cost of coverage, however. That is the responsibility of the terminated employee. If your company has fewer than 20 employees, check state laws to see what the requirements are. You still might have some requirements to follow.

 Tell the terminated employee about unemployment insurance. You want to make it possible for anyone who is eligible to file for, and get, unemployment. That way the employee

- can't sue you later for neglecting to pass on this important information.
- If a terminated employee has a vested retirement plan then it is still theirs, whether the plan is a 401(k), a pension, or profit sharing.

If an employee's job was terminated for gross misconduct, you might not be required to extend temporary insurance through COBRA. Be careful here! COBRA does not define gross misconduct, and the courts haven't narrowed it down beyond "intentional, wanton, willful, reckless, or deliberate." Talk to a lawyer before you decide that the employee's termination resulted from gross misconduct. If federal court disagrees with you, you will be liable for not offering COBRA coverage.

For employees who are eligible for COBRA, contact the group health plan administrator in less than 30 days after the employee has been terminated so that this administrator can begin the necessary paperwork, or (if your company ever uses help from an outside

company that handles human resource issues) delegate the work outside your company.

#### **Unfinished Business**

What other unfinished business is there?

- Paychecks: Federal law doesn't require that you give the employee an early final paycheck, but state laws might. Of course, you do need to pay the final paycheck no later than the next regular payday. The U.S. Department of labor has a website at www.dol.gov that lists contact information for each state's labor offices. (To find the correct page, enter "State Labor Offices" in the site's search engine.) Contact the labor office for your state to see what the rules.
- Severance pay: The Fair Labor
  Standards Act does not automatically
  require you to pay severance pay,
  so whether you have to pay it or not
  depends on whether the company
  made an agreement with the employee
  to pay it.



# **Employee Practices and Liability Insurance (EPL)**

Denali Alaskan Insurance can help you manage all your business risks, including employment practices liabilities. Learn more now.



#### Avoid a lawsuit

As costs for litigation and damage awards climb, experts predict that employment liability will only become more complex. As a result, it is critical for business owners to understand their exposures and options for managing risks.

# Protect Against Employment Liabilities

Employment Practices Liability (EPL) insurance is a policy used to cover your risks due to some of the most common employment-related lawsuits, including:

- Wrongful termination The discharge of an employee for invalid reasons.
- *Discrimination* The denial of equal treatment to employees who are members of a protected class.
- Sexual Harassment Subjecting an employee to unwelcome sexual advances, obscene or offensive remarks, or the failure to stop such behavior.

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# 2014 ALASKA STATE HR CONFERENCE

# Most Successful Conference Ever

The 2014 Alaska State HR Conference, "Energize and Engage" was held on May 12-13, 2014, in Anchorage, AK. Some highlights:

- 270 participants
- 150 different companies and organizations represented
- 40 plus volunteers
- 25 concurrent sessions and 3 keynote speeches
- 22 exhibitors and sponsors
- 17 communities in Alaska represented at the conference
- 12.5 General and 9.5 Strategic HRCI Credits
- 1 outstanding Master of Ceremonies Sheila Balistreri

#### Comments from attendees included:

- ✓ An excellent, awesome conference —thank you!
- ✓ I greatly appreciate all the hard work and effort you all put into a really wonderful conference.
- ✓ Overall, great job on putting together the conference. It was well worth our time being there and will definitely attend future conferences.
- ✓ Thank you. There was a good balance of topics beneficial to HR personnel at various skill and experience levels. Very well done!
- ✓ Speakers were excellent and the topics were entirely relevant to HR concerns and responsibilities.
- ✓ This conference was absolutely amazing. The sessions I attended were all worthwhile and interesting. Everything seemed to be so professionally done. Kudos to the AK State Council!

The planning for the 2015 Alaska State HR Conference has already started. More information will be provided to you once a venue, topics and speakers are confirmed.

Check our Facebook page for over 300 pictures at <a href="http://tiny.cc/fb\_AKStateCouncil">http://tiny.cc/fb\_AKStateCouncil</a>

Our most sincere thank you to participants, sponsors, exhibitors, students, SHRM and volunteers and everyone else that supported us throughout the planning and implementation process. THANK YOU!!

Patty Hickok, Conference Chair Nancy Miller, Conference Co-Chair



























# **Characteristics of a Good 21st Century Manager**



anaging, leading and coaching – these terms sum up the main responsibilities expected of a manager and have for many decades. But the speed of change in the business world, marketplace and workforce continues to accelerate and good management practices must adapt to keep pace. How have management requirements shifted and what characteristics are needed to lead, manage and coach now and in the coming years?

# The need to shift from the comfort zone

For older managers and those who have come up through the ranks, managing the day-to-day operations of their employees represents both their comfort zone and the activity where they spend most of their time. But, increasingly, as organizations have removed management layers and reduced the size of the workforce, managers are expected to be doers as well as leaders.

The pressure of multiple roles has put stress on middle managers. Though they know they should be stepping back to think and plan more strategically and develop those under their supervision, they too frequently find themselves spending most of their time putting out fires and trying to keep up with day-to-day challenges. And they often get rewarded for their crisis management while lacking the training and time to engage and coach their employees. The result is a tenden-

cy to avoid less concrete, long-range activities that may not demonstrate immediate results.

But future success demands a shift away from this comfort zone.

# The new demands of leadership

The "leaning" of the workforce and rapid rate of change in the marketplace demand flexible leadership that can improve processes, reduce costs and implement change quickly. At the same time, the new generation of workers expects greater empowerment, development opportunities and personal connection with their work. They feel much less natural loyalty to their organization than did workers in the past. The old saying that people join organizations but leave managers still holds true, so to retain and engage their workforce, 21st century managers must learn how inspire, coach and build relationships with their team.

# Characteristics of good leaders

Here are some characteristics and activities top managers demonstrate:

- Helping employees see a line of sight between their own work and the larger business strategy and inspiring them to catch the vision
- Partnering with employees to set and achieve goals that are tied to the business

- Providing frequent, honest, objective feedback and review of goals aimed at helping the recipient improve performance throughout the performance cycle
- Ability to receive and embrace feedback, described by author Jacob Morgan as "vulnerability"
- Genuine interest in the development and progress of their people
- Courage to represent the needs of their employees to senior management and remove barriers to success
- Access to and understanding of the competency models and performance measures necessary to objectively evaluate and coach for improved performance
- Understanding of development tools (especially on-the-job training) that will address skill gaps and help employees reach their career goals
- Building the right balance between oversight and empowerment so employees can stretch and grow without fear of major failure
- Helping employees recover and learn from their mistakes
- Sharing the praise for accomplishments while accepting the responsibility for failure

Most of the good leadership behaviors listed above can be taught and facilitated by means of robust talent management processes. But this doesn't happen automatically, even with great talent management processes. To successfully instill them, senior leadership must create a culture of good management practices by their commitment to equip, model and hold managers accountable for moving out of their comfort zone into 21st century leadership.

Costa Constantakis is a Certified Human Capital Strategist and Senior Regional Sales Manager at Halogen Software. Connect with Costa on LinkedIn.



# ASHRM'S EDUCATION & CERTIFICATION NETWORK CONGRATULATES THOSE RECENTLY CERTIFIED!

December 2013 / January 2014

Margo DeRocher, PHR	■ Jessica Parker, PHR	Roseanne Wilson, PHR
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		Sarah Lopez, PHR

#### ASHRM's Education & Certification Network thanks its terrific team of Volunteers!

Over 40 HR Professionals enjoyed the benefits of the Fall/Winter sessions! These sessions would not have been possible without the energy, motivation and commitment of the volunteers that make them happen.

The following volunteers served as Subject Matter Experts (SMEs) and presented some of the SHRM Learning Materials to participants or helped facilitate one of the boot camp sessions.

Sandi Weber, PHR and Erin Somaduroff, PHR would like to thank them publicly for their time and dedication!

■ Heather Kinzie, SPHR, GPHR	Chris Ross, CSP, CPLP
■ Michael K. Ward, SPHR, GPHR	■ Dave Rhodes, PHR
■ Jacque Hoflich, SPHR	Liz Glazer, PHR
■ Anne Sakumoto, PHR	■ Emi Aubertine, PHR
■ Todd Allen, SPHR, CCP	Everett Johnson, MAM, PH

Many thanks to the **BP Energy Center and First National Bank of Alaska** for allowing ASHRM to use their conference spaces.

# **Certification Update**

By Janell Harding, SPHR, Certification Director, Inland Northwest Society of Human Resources Management (INSHRM)



any of you may have received or heard about the recent announcement from SHRM that they will begin offering a new competency-based certification for human resource professionals. This will be a completely separate certification from the PHR/SPHR certifications that many of you in our Membership currently have. While there are still many unanswered questions, we wanted to share the most current available information. We will continue to update you as we learn more in the coming months.

SHRM has stated that beginning January 1, 2015, if you are certified and in good standing, you are eligible for SHRM's new certification—at no cost—by completing the following by December 31, 2015: Document that your current certification is in good standing; sign the SHRM Code of Ethics; and complete a brief online tutorial on HR competencies. Once you go through this process, you will receive the new SHRM credential. In addition, you will not have to give up your PHR/SPHR in order to obtain the new SHRM certification.

SHRM supports your decision to prepare for and take the current exam for the existing PHR/SPHR credentials. If you pass your exam, you will be eligible to receive the new SHRM credential, just as those who are already certified. Furthermore, if you do not pass your exam prior to January 2015 and you purchased the current SHRM Learning System, SHRM will provide you with the new SHRM Learning System for the new SHRM certification free of charge in preparation for the new exam (which is expected to be 120-150 questions and be a 2-3 hour test).

If you have ever considered obtaining your certification, there is no better time than now to do so, especially when SHRM has offered to convert your certification for free as long as you pass the test prior to January 1, 2015.

Below are answers to FAQ's already being asked:

#### Q: When will the new SHRM certification be available?

A: SHRM will start accepting application January 1, 2015 for the exam that will be offered May-July 2015.

#### Q: What is the new certification?

A: As of yet, the new certification is unnamed. Sessions are being planned for the 2014 SHRM Annual Conference & Exposition to answer questions and educate attendees about the new certification.

#### Q: Will the PHR/SPHR/GPHR go away?

A: No. HRCI has stated that SHRM's announcement of its new certification will not impact certifications currently offered through HRCI. That being said, SHRM will no longer be supplying the Learning System preparation material and support HRCI's certifications after the December 2014-January 2015 test window ends.

# Q: What is the difference between the PHR/SPHR offered by HRCI and the new certification offered by SHRM?

A: The new SHRM certification is based on eight behavioral competencies and one technical competency that are outlined in the HR Competency Model: business Acumen, Critical Evaluation, Diversity and Inclusion; Leadership and Navigation; Consultation; Communication; Relationship Management; Ethical Practice; and Human Resource Expertise. This new certification will focus on teaching and testing the practical, real-life information HR professionals need to excel in their careers, including knowledge, skills and competencies.

# Q: If I choose to convert my current HRCI certification, what will it be converted to?

A: While SHRM's certification is still unnamed, SHRM will offer two certification tests—one geared to executive level competencies and one applicable to entry-mid-and senior-level HR competencies. If you currently hold a SPHR, GPHR, or HRMP certification, you will be transitioned into the Senior Level for the new SHRM certification. If you hold a PHR or HRBP certification, you will be transitioned into the Early Career Level for the new SHRM certification.

Q: If I choose to convert my current HRCI certification, will I have to give up my current credentials (PHR, SPHR, or other recognized certification)?

**Certification Update** | *continued on page 14* 



# 2014 Anchorage Chapter (ASHRM) Board Members

http://www.shrmalaska.org

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Gary Richardson, PHR, Programs Director907-982-6850
Vacant, SHRM Foundation Director

A: You will not lose or have to give up any of your current credentials. However, you will then have to recertify each credential every 3 year cycle.

#### Q: How do I convert my current certification to the new SHRM certification?

A: Starting January 2015, if you are certified and in good standing, you are eligible for conversion at no cost. All you need to do is document that your current certification is in good standing, sign the SHRM Code of Ethics, and complete a brief online tutorial on HR competencies.

#### Q: If I already have a general HR certification, will I automatically receive the new SHRM certification?

A: No. You will need to go through the conversion process by December 31, 2015 or sit for the full exam at a later date.

### Q: What is the difference between converting now and taking the "online tutorial" or waiting until later and taking the exam?

A: The conversion is free, and the online tutorial will take less than one hour to complete. The new SHRM certification exam will be 120-150 questions, and will take 2-3 hours to complete. \*



## 2014 Northern Alaska Chapter **Board Members**

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We invite you to contact us directly to discuss your organizations medical and safety needs!

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