The
Bulletin

the ea!
The Employers' Association
Empowering excellence.

December 2018 A monthly digest of news and information of interest to HR professionals.

In This Issue

Upcoming Seminar Learning Classes...

Leading Without Formal Authority

When: December 4, 2018 from 9:00 am - 4:00 pm

(Lunch Provided)

Where: At The EA

Presenter: Dave Hyslop, Ph.D., Instructor at Bowling Green State University

Frequently today, individuals are being expected to perform in a leadership role without having formal authority over others.

In these situations, leaders are still required to achieve expected results, but must do so within the context of working with others, influencing them, and gaining their support and commitment to achieve desired goals.

To learn more or to register, visit: https://theea.org/event-registration/?ee=395

Unconscious Bias

When: December 5, 2018 from 9:00 am - Noon

Where: At The EA

Presenter: Sheila Eason, SPHR, SHRM-SCP, HR Consultant at The EA

Let's face it: we all have unconscious biases that can impact our behavior patterns, our language, and our interactions with others.

Unconscious bias impacts how leaders make decisions, including decisions about who is hired and promoted. Even those of us with the best intentions sometimes act in biased ways and don't even realize we're doing it. The good news is that we can overcome our unconscious biases to make better decisions, create an environment where everyone can share ideas and opinions, and help to build a more diverse and inclusive company.

This training will provide actionable strategies to mitigate unconscious bias in the workplace.

To learn more or to register, visit: https://theea.org/event-registration/?ee=426

EA Team by Service Area

Corporate Team

Jack Hollister, President; ext. 204
jack.hollister@TheEA.org

Sarah Beddoes, Marketing Coordinator; ext. 207
sarah.beddoes@TheEA.org

Rebecca Byers, Bookkeeper; ext. 201
rebecca.byers@TheEA.org

Karin Roadarmel, Administrative Assistant; ext. 200; karin.roadarmel@TheEA.org

Emily Beebe, Administrative Assistant; ext. 205
emily.beebe@TheEA.org

HR Solutions Team

Bob Bethel, **SPHR**, **SHRM-SCP**, VP of HR and Learning Services; ext. 216; bob.bethel@TheEA.org

Sheila Eason, **SPHR**, **SHRM-SCP**, HR Consultant; ext. 209; sheila.eason@TheEA.org

Colleen House, **SHRM-SCP**, HR Consultant; ext. 222; colleen.house@TheEA.org

Kelly Beard, HR Research Assistant; ext. 221
kelly.beard@TheEA.org

Seminar Learning Team

Terry Vernier, Seminar Learning Manager; ext. 213; terry.vernier@TheEA.org

Judi Roe, Membership & Seminar Learning Assistant; ext. 203; judi.roe@TheEA.org

On-Site Learning and Consulting Team

Dave Tippett, **PHR**, Director On-Site Learning & Consulting; ext. 206; dave.tippett@TheEA.org

Wellness Team

Kelly Noward-Knaggs, VP of Wellness; ext. 212
kelly.knaggs@TheEA.org

Megan Garris, Wellness Manager - Northern Ohio; ext. 217
megan.garris@TheEA.org

Sally Lanning, Wellness Manager - Southern Ohio; ext. 220
sally.lanning@TheEA.org

Jennifer Burrous, Wellness Consultant; ext. 211
jennifer.burrous@TheEA.org

Paige Johnston, Wellness Consultant; ext. 215
paige.johnston@TheEA.org

Brandi Williams, Wellness Consultant; ext. 214
brandi.williams@TheEA.org

Shannon Vinci, Wellness Consultant; ext. 202
shannon.vinci@TheEA.org

Hannah Davis, Wellness Consultant; ext. 224
hannah.davis@TheEA.org

Lauren Calkins, Wellness Consultant; ext. 223
lauren.calkins@TheEA.org

Ashley Washington, Wellness Assistant; ext. 219
ashley.washington@TheEA.org

Board of Directors

The Missing $ Piece: How HR Can Ask Finance To Help With Cutting Turnover

By: Richard Finnegan; C-Suite Analytics

Few sentences produce more HR loneliness than the dreaded direction we receive after turnover or engagement reports are analyzed, specifically, "HR, go fix it". One way to end that loneliness is to ask Finance to help with solutions, especially your CFO.

CFO's are great partners to find engagement and retention magic because they can tie those topics to dollars. And in many organizations calling attention to dollars makes the most impact. For many of us, our immediate and private response to "HR, go fix it" is concerns about the managers we work with each day who drive employees out or down, causing turnover to go up and engagement to slide. We grouse to ourselves about why executives can't see that the problem is there, not here. Why don't they act on those poor-performing leaders?

Engaging Finance into the fight can help you tie mangers' engagement and retention results to dollars and bottom lines, the language of CEOs. Using turnover as our example, while percentages matter and benchmarks, too, in the eyes of some, once the CFO says, "Turnover is costing us $2.4 million dollars this year and going up. Let's see which managers are costing us the most." It changes the perception from data to dollars and from low performance managers to costing us money managers.

Take a low-ball estimate for each turnover loss, let's say $4,000, and multiply it times the total number of employees who leave in a year. In a company of 500 employees with 25% turnover, that total reaches $500,000. CFOs will know where that fits on your overall list of expenses. I'm guessing no lower than third, maybe after salaries/benefits and cost of goods. But imagine the impact of saying, "If we cut just 5% off our 25% turnover rate it would add $100,000 back to our bottom line."

Candidly, most CFOs bring power that HR can only dream of. Think megaphones versus microphones. If you really want to cut turnover, share this piece with your CFO. Ask your CFO to go to c-suiteanalytics.com/cost-calculator and try our originally-invented and always-free Turnover Cost Calculator.

Ohio Supreme Court Clarifies Voluntary Abandonment

By: Kari Ramirez; Bugbee & Conkle

Most workers' compensation practitioners know that a voluntary abandonment from employment may be the basis for termination of temporary total disability compensation ("TTC"). Essentially, voluntary abandonment amounts to any action undertaken by the claimant, which results in his/her removal from the workforce, such as resignation, retirement, discharge, or incarceration, and which is unrelated to the work injury. TTC is payable when a claimant is unable to return to his former position of employment and suffers a loss of earnings because of his/her injury. However, if the loss of earnings is due to some reason unrelated to the work injury, then the chain of causation is broken and TTC is not payable. Consequently, it seems rudimentary that all forms of voluntary abandonment should abate the payment of TTC in all circumstances.

Unfortunately, such is not the case. Under a line of cases beginning with the Ohio Supreme Court's decision in *State ex rel. Pretty Products, Inc. v. Indus. Comm.*, a claimant remained entitled to TTC if he was disabled as a result of the work injury at the time of his termination. Curiously, this doctrine only applied to termination cases. In voluntary quit cases, the Court found *Pretty Products* had no application. Over the years, this dichotomy has led to confusing, if not inconsistent, decisions in the 10th District Court of Appeals and the Ohio Supreme Court alike. On September 27, 2018, the Ohio Supreme Court sought to mollify the inconsistency in its case law doctrine.

In *State ex rel. Klein v. Precision Excavating & Grading Co., Case No. 2017-0589, 2018-Ohio-3890*, a majority of the Court held the principles enunciated in *Pretty Products* are no longer good law. In *Klein*, the claimant's attending physician issued a report stating the claimant was temporarily unable to work from the date of injury (November 5, 2014) to January 5, 2015. Prior to the injury, however, the claimant decided to quit his employment and move to Florida, and he gave notice to his employer, accordingly. The resignation was to become effective on November 20, 2014. After his injury, the claimant requested TTC through January 5, 2015, but, the Commission awarded compensation through November 19, 2014, reasoning the claimant's voluntary resignation severed the chain of causation

(*Ohio Supreme Court Clarifies Voluntary Abandonment* continues on Page 4)