



PROFESSIONALS

MAGAZINE™

www.HRProfessionalsMagazine.com

The SHRM Foundation

Do You Really
Need **Employee**
Benefits Counsel?

DOL Final
OT Rule
Set Aside

Highlights from
2024 SHRM
Inclusion
Conference

**Wendi
Safstrom,**
President
SHRM Foundation





Is Your Current Background Screening Vendor *The Right Fit?*

If you're spending money on services you **DON'T** need, or can't access the ones you **DO** need, your vendor just doesn't know how to meet your expectations. You'll never have to worry about that with Data Facts. With our long list of products and integrations, we can specifically tailor a bundled package to give you everything you need and nothing you don't. That way, your background screening process works for you to reach your goals, streamline processes, and save money. *Trust Data Facts to deliver exactly what your company needs, fast and accurately.*



~~I WANT TO~~ *can*
**EARN MY MBA
FASTER**



USE YOUR EXPERIENCE TO MOVE THROUGH
COURSES AT YOUR PACE

WGU 
THE UNIVERSITY OF YOU



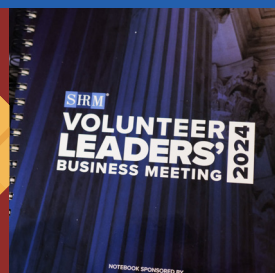
HR Professionals Magazine is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP® or SHRM-SCP® recertification activities.

Contents

Bringing Human Resources & Management Expertise to You



37%
of people lie about length of time they were employed at a job.



www.HRProfessionalsMagazine.com

Editor

Cynthia Y. Thompson,
MBA, SHRM-SCP, SPHR

Publisher

The Thompson HR Firm, LLC

Art Direction

Park Avenue Design

Marketing and Social Media Specialist

Julie Nagem

Project Specialist

Liz Rogers

Photographer

Charles B. Thompson

Webmaster

Leo Dimilo

Contributing Writers

William Brown

Jessi Bullock

Elizabeth Cardenas

William R. Carmichael

Sean Wall-Carty

Brittney Conway

Amy Schabacker Dufrane

Tim Keck

Mary C. Moffatt

Jerome D. Pinn

Stephanie Raburn

 Contact HR Professionals Magazine:

To submit a letter to the editor, suggest an idea for an article, notify us of a special event, promotion, announcement, new product or service, or obtain information on becoming a contributor, visit our website at www.hrprofessionalsmagazine.com. We do not accept unsolicited manuscripts or articles. All manuscripts and photos must be submitted by email to Cynthia@hrprosmagazine.com. Editorial content does not necessarily reflect the opinions of the publisher, nor can the publisher be held responsible for errors.

HR Professionals Magazine is published every month, 12 times a year by the Thompson HR Firm, LLC. Reproduction of any photographs, articles, artwork or copy prepared by the magazine or the contributors is strictly prohibited without prior written permission of the Publisher. All information is deemed to be reliable, but not guaranteed to be accurate, and subject to change without notice. HR Professionals Magazine, its contributors or advertisers within are not responsible for misinformation, misprints, omissions or typographical errors.

©2024 The Thompson HR Firm, LLC | This publication is pledged to the spirit and letter of Equal Opportunity Law. The following is general educational information only. It is not legal advice. You need to consult with legal counsel regarding all employment law matters. This information is subject to change without notice.

Features

- 5 note from the editor
- 6 Profile – Wendi Safstrom, President of the SHRM Foundation
- 7 The SHRM Foundation Building a World of Work That Works for All
- 9 2025 HR Conference Cruises
- 10 Tharseo Awards 2024 Winners
- 11 Incoming 2025 SHRM Board of Directors Officers
- 12 SHRM Volunteer Leader Resource Center
- 17 SHRM Pledges Collaborative Support for Workplace Initiatives with President-Elect Donald J. Trump
- 33 Book Look: The Ultimate Guide to HR

Talent Management and Recruiting

- 2 Is Your Current Background Screening Vendor the Right Fit?
- 8 Managing Up: Tips for Success and Respectful Collaboration
- 14 Naughty or Nice? Pay Attention to These Background Check Red Flags
- 16 Simplify Leave Administration
- 28 Take a Proactive Approach to Safety in 2025
- 30 Going Global with HRCI
- 38 J. J. Keller FREE HR Newsletter

Employee Benefits

- 18 The RX for Lower Health Plan Costs
- 20 Preventing Burnout During the 2024 Holiday Season
- 21 The Benefits Group – We do all the work!
- 22 The Rising Tide of Healthcare Costs
- 24 Do I Really Need Employee Benefits Counsel?
- 25 Is Employee Engagement and Communications a Challenge?

Employment Law

- 26 2024 DOL Final Overtime Rule Set Asside
- 27 Wimberly Lawson – Labor & Employment Law Update Webinar November 14
- 45 Rainey Kizer - The Strength of Experience

Top Educational Programs for HR Professionals

- 3 Earn Your MBA Faster!
- 15 HR Pros Get Certified
- 19 Elevate Your Career with the Latest Knowledge and Skills
- 29 Become a Certified Threat Analyst
- 31 Your Handbook for Navigating Modern HR is Here
- 46 Earn a SHRM Specialty Credential

SHRM Conferences Update

- 34 Highlights from the SHRM Inclusion Conference in Denver November 4-7
- 36 Highlights from the SHRM-Memphis HR Excellence Awards 2024 November 7
- 39 SHRM Talent Conference in Nashville March 24-26
- 40 Highlights from the Fogelman Women in Leadership Event in Memphis November 21
- 42 Highlights from the SHRM Annual Volunteer Leader Business Meeting in Washington, DC November 21-23
- 44 Highlights from the 15th Annual WTSHRM HR and Employment Law Fall Conference in Jackson November 7
- 47 LASHRM Inclusion Conference in New Orleans February 13-14
- 48 SHRM25 in San Diego June 29 – July 2

January Issue Features The Election Impact on HR

Deadline to reserve space December 15



HR Professionals Magazine is recognized by HRCI to offer professional recertification credits for HRCI activities.

a note from the editor

We

are excited to feature the SHRM Foundation in our December issue. 'Tis the season of giving. **Please remember to make your annual donation to the SHRM Foundation this month!** The SHRM Foundation offers scholarships, grants, and awards that help HR professionals gain the skills they need to take their career to the next level and make impactful changes in the workplace that lead to positive social change.

What an honor to feature Wendi Safstrom, President of the SHRM Foundation, on the cover of our December issue. She is responsible for the development and implementation of the SHRM Foundation's programs, development, and marketing and communication strategies in support of the SHRM Foundation's new mission and vision, creating growth plans and ensuring alignment with SHRM goals.

Learn about the Tharseo Awards on Page 10. The SHRM Foundation hosted the event in Washington, DC, On October 17. This annual celebration honors those who lead with bold ideas and courageous vision. The Honorable Asa Hutchinson, governor of Arkansas from 2015-2023, received the Policy Transformer of the Year Award.

November was a very busy month in the HR community in the Southeast! We were honored to cover the 15th Annual WTSHRM Fall Conference in Jackson, TN, and the 2024 SHRM-Memphis HR Excellence Awards on November 7. We also have highlights from the SHRM Inclusion Conference in Denver on November 4-7, and the SHRM Volunteer Leaders Business meeting in Washington, D.C., November 21-23.

We are bringing you four exciting complimentary webinars in December that you don't want to miss! They are all pre-approved for HRCI Business Credit and SHRM PDCs. Watch your email for your invitation to each of these exciting webinars! Our focus in the January 2025 issue will be labor and employment law.

Wishing everyone a beautiful holiday season with your loved ones!



cynthia@hrprosmagazine.com

Connect with me on LinkedIn: <https://www.linkedin.com/in/cynthia-thompson-mba-shrm-scp-sphr-325b8715/>

Like us on Facebook.com/HRProfessionalsMagazine

DONATE NOW
donate.shrmfoundation.org



REGISTER BEFORE 12/15
PRICE INCREASE.

HRCRUISE.COM

YOU ARE INVITED TO ATTEND!

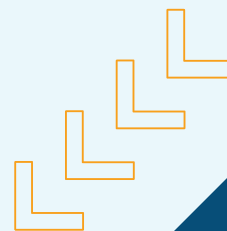
MARCH 3-8, 2025

DEPARTS FROM PORT CANAVERAL

TWO PORTS OF CALL

15.75 RECERT CREDITS

**SECURE YOUR REGISTRATION FOR JUST
\$100**





Wendi SAFSTROM

President, SHRM Foundation

Wendi Safstrom is a senior non-profit leader committed to serving the public through philanthropic program management, cultivating strategic partnerships, and managing and developing high performing teams. She has both association and nonprofit management experience including; national program development and administration, membership strategy, marketing and product development, grant management, development and donor stewardship, and leading cross functional teams. Safstrom currently serves as President for the Society for Human Resource Management Foundation (SHRM Foundation), where she is ultimately responsible for the development and implementation of SHRM Foundation's programmatic, development, and marketing and communication strategies in support of SHRM Foundation's new mission and vision, creating growth plans and ensuring alignment with SHRM goals.

Prior to assuming the role at SHRM Foundation, Safstrom served as Vice President at the National Restaurant Association and National Restaurant Association Educational Foundation, and was responsible for all Foundation programming, including workforce development initiatives, scholarship and event management, community relations and engagement initiatives. Safstrom was instrumental in the reorganization and relocation of operations from Chicago, Illinois to Washington, D.C., transforming the staff and culture.

Safstrom has also held human resource management roles with the Leo Burnett Company and Hyatt Hotels Corporation in Chicago, Illinois. She has a BS in Business Administration from the Eli Broad School of Business at Michigan State University. and was recognized as a member of the "Power 20" by Restaurant Business Magazine as a leader in philanthropy within the restaurant industry. Safstrom serves on the board of directors for Global Minded and the board of directors for the Center to Advance CTE. ■

BUILDING A WORLD OF WORK THAT WORKS FOR ALL



We mobilize and equip HR to lead positive social change so that all talent and workplaces can prosper and thrive. We are committed to addressing the economic, social and health-related disruptions impacting work, workers and the workplace. We focus on three interconnected pools of work to elevate and empower HR as a social force for good.



- Skills-First Hiring
- Untapped Talent

- Student Cultivation
- Support and recognition for HR professionals

- Physical, mental, and social health in the workplace



LEARN MORE
SHRMFOUNDATION.ORG

SHRM[®]
Foundation



Managing Up: Tips for Success and Respectful Collaboration

By SEAN WALL-CARTY and JESSI BULLOCK

In today's fast-paced, team-oriented work environments, effective communication between all levels of an organization is key. But what about communicating "up" the chain? The concept of "managing up" — proactively collaborating with and supporting your boss in ways that help them (and by extension, you and your team) succeed — is becoming an essential skill.

Why Manage Up?

Managing up benefits both you and your manager. By understanding your boss's goals, pressures and working style, you can create a harmonious work relationship and contribute to a more effective, efficient and enjoyable work environment. When done well, managing up helps set clear expectations, enhances productivity and positions you as a proactive team player who can be trusted.

Here are some tips to help you navigate this skill in a respectful and impactful way:

1. Understand Their Goals and Challenges

To effectively manage up, you need to understand your boss's priorities. What are their key objectives? What pressures are they under from their own managers or the organization? By aligning your efforts with their goals, you can position yourself as an ally in helping them achieve the best results.

- **Respectful Tip:** Approach this with curiosity, NOT judgment. Ask questions that show your desire to support and understand their vision.

2. Be Proactive, Not Reactive

Anticipate your boss's needs where possible. For instance, if a regular report is due, prepare it in advance with an eye toward what data or insights might be particularly valuable. This shows initiative and demonstrates that you're not just waiting for assignments — you're engaged and thinking ahead.

- **Respectful Tip:** Avoid making assumptions about their needs. If you're unsure, seek clarity. Phrases like "How would you like to approach this?" or "I thought about this — what do you think?" shows respect for their preferences.

3. Communicate Effectively and Adapt Your Style

Observe how your boss prefers to communicate and try to adapt. If they're detail-oriented, provide thorough updates. If they're more high-level, keep it concise and focus on the big picture. This shows respect for their time and preferences, and keeps communication smooth.

- **Respectful Tip:** Frame your adjustments as helpful accommodations, not drastic personality changes. Subtle shifts in communication style can go a long way without feeling forced.

4. Own Your Work and Be Accountable

One of the best ways to build a strong relationship with your manager is to show reliability. Take ownership of your work, meet deadlines and be willing to acknowledge when mistakes happen. Showing accountability demonstrates that you value the trust placed in you and are committed to continual improvement.

- **Respectful Tip:** If issues arise, avoid placing blame. Own up to what happened and share how you'll handle similar situations in the future.

5. Offer Solutions, Not Just Problems

Managers have a lot on their plates, so when challenges come up, they'll appreciate team members who bring potential solutions. Even if you don't have all the answers, proposing a direction or a few initial ideas shows that you're thinking constructively and ready to help move things forward. When I am in the manager role, I appreciate this approach because it's not another issue to tackle.

- **Respectful Tip:** Present your ideas as options and ask for feedback. For example, say, "I was considering a couple of approaches to handle this issue; here's what I came up with. Do you have a preference?"

6. Give (and Request) Constructive Feedback

Respectful feedback is crucial to managing up. If there's something that would help you work better or make your job easier, don't be afraid to bring it up in a constructive way. Similarly, be open to receiving feedback, as it will help you grow and align with your manager's expectations.

- **Respectful Tip:** Use "I" statements to express feedback without assigning blame. For example, "I find I work best with X type of guidance, and I think it could improve my results. Do you think that's possible?"

7. Set Boundaries and Manage Expectations

Managing up is a balancing act; while it's great to support your boss, you also need to protect your own well-being. Be honest about your workload and set realistic expectations. Overcommitting can lead to burnout, which ultimately doesn't benefit anyone.

- **Respectful Tip:** Clearly explain your bandwidth while expressing a desire to help. For example, "I'm excited to take on more, but to keep quality high, I may need to prioritize or phase in additional tasks over time."

8. Recognize and Respect Their Authority

While managing up involves initiative and input, it's essential to remember that your boss is ultimately responsible for decision-making. Respect their authority, even if you disagree with certain calls. Let your boss know you trust their judgment, even as you provide thoughtful input.

- **Respectful Tip:** Use phrases like "I respect your decision" or "This makes sense to me" to show respect for their role, even if you'd prefer a different approach.

In Summary

Managing up is about building a positive, productive relationship with your boss, which ultimately helps everyone succeed. By focusing on communication, accountability and respect, you can support your manager's goals, demonstrate your value, and foster a work environment based on trust and cooperation. You could potentially use these tips to manage levels that may be higher than your current supervisor. If the environment supports open dialogue, try it out and offer respectful recommendations and ideas with a plan!

Here are some helpful articles on the topic:

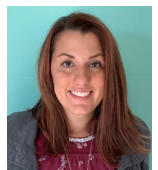
Guide to managing up: What it means and why it's important <https://www.cultureamp.com/blog/managing-up-importance>

What to Do If Your Boss Gets Distracted by Every New Thing <https://hbr.org/2017/11/what-to-do-if-your-boss-gets-distracted-by-every-new-thing>

My Best Advice on Managing Up <https://www.linkedin.com/pulse/my-best-advice-managing-up-lynette-pretorius>



Sean Wall-Carty, Ph.D.
Instructor, School of Business
Western Governors University
sean.wallcarty@wgu.edu



Jessi Bullock, M.Ed.
Manager, Instruction Faculty
Western Governors University
jessi.bullock@wgu.edu



HR CONFERENCE CRUISESM

TWO SAILINGS
IN 2025!

February 22-27, 2025
or
March 3-8, 2025

- ✓ 5-night sailings
- ✓ Voyager of the Seas
- ✓ 15+ Recert Credits
- ✓ Great speakers, networking & fun

HRCRUISE.COM
Register before the
12/15 price increase!

THARSEŌ / thar-seh'-ō/ To be courageous, confident, and bold.



Johnny C. Taylor, Jr. President and CEO of SHRM concluding the evening.



The 2024 Tharseo CEO of the Year, Horacio Rozanski with Johnny C. Taylor, Jr. President/CEO of SHRM and Wendi Safstrom, President of SHRM Foundation



The 2024 Ram Charan HR Innovation Awardee, Kathleen Hogan, accepts award at 2024 Tharseo Awards.



The 2024 Tharseo Policy Transformer of the Year, former Governor of Arkansas, Asa Hutchinson.



Wendi Safstrom, President, SHRM Foundation.



From Left to Right: Johnny C. Taylor Jr., Kathleen Hogan, Asa Hutchinson, and Horacio Rozanski.

BOLD LEADERS. BETTER WORKPLACES.

On October 17, SHRM Foundation hosted the 2024 Tharseō Awards at the Andrew Mellon Auditorium in Washington D.C., recognizing leaders who are transforming the workplace and the world. This annual celebration honors those who lead with bold ideas and courageous vision—creating workplaces that empower people, connect employees to company mission, and strengthen communities. Learn more: www.tharseo.shrm.org



2024 WINNERS



**RAM CHARAN
HR INNOVATION AWARD**
Kathleen Hogan
Chief Human Resources Officer,
Microsoft



CEO OF THE YEAR
Horacio Rozanski
Chairman,
Booz Allen Hamilton



**POLICY TRANSFORMER
OF THE YEAR**
The Honorable Asa Hutchinson
Governor of Arkansas,
2015-2023

THARSEO.SHRM.ORG



Incoming 2025 SHRM Foundation Board Of Directors Officers



2025 IMMEDIATE PAST CHAIR

Edie Goldberg, Ph.D.

President of
E.L. Goldberg & Associates



2025 CHAIR

Camille Chang Gilmore

Vice President, Human Resources
and Global Chief Diversity,
Equity and Inclusion Officer
Boston Scientific



2025 SECRETARY/TREASURER

Karen Bennett

Executive Vice President and
Chief People Officer
Cox Enterprises

Incoming 2025 SHRM Foundation Board Members



Aimee D. Peoples

Vice President, Diversity, Equity,
Inclusion & Anti-Racism (DEIA),
National Partnership for
Women & Families



Melissa Anderson

EVP, Chief People &
Transformation Officer
Albemarle Corporation



Conor Grennan

Chief AI Architect,
NYU Stern School of Business

DONATE NOW

donate.shrmfoundation.org

Volunteer Leader Resource Center

HR Professionals Solutions: Membership & Volunteer Community Experience



Michael P. Aitken
Executive Vice President,
HR Professionals Solutions
mike.aitken@shrm.org



Gloria Sinclair Miller, SHRM-SCP
Vice President,
Membership & Customer Community
Experience
gloria.sinclairmiller@shrm.org



Catharine Mirabile, SHRM-SCP
Senior Director,
Membership Field
Affiliate Community
catharine.mirabile@shrm.org

Members & Community Directors



Art Gloria, SHRM-CP
Director,
Membership Community Initiatives
Interim Members &
Community Director
Southwest Central Region (AR, AZ,
CO, KS, LA, MO, NM, OK, UT)
art.gloria@shrm.org



Heather Merrick, SHRM-SCP
Members & Community Director
North Central Region (IA, IN, MI, MN,
ND, NE, OH, SD, WI)
heather.merrick@shrm.org



Dianna Sporcic, SHRM-SCP
Members & Community Director
Southeast Region (AL, BM, BS, DC,
GA, KY, MS, NC, PR, SC, TN, USVI,
VA, WV)
dianna.sporcic@shrm.org



Shannon Taylor, SHRM-CP
Members & Community Director
Pacific West Region (AK, Guam, HI,
ID, MT, NV, Northern Mariana Islands,
OR, WA, WY)
shannon.taylor@shrm.org

Volunteer Leader Resource Center

Membership Community Initiatives



Monique Akanbi, SHRM-CP
Membership Initiatives Director
CA, FL, NJ, NY (Interim MCD for DE,
MD, PA)
monique.akanbi@shrm.org



Jenny Locanthi, SHRM-SCP
Membership Initiatives Director
IL, TX, WA (Interim MCD for CT, MA,
ME, NH, RI, VT)
jenny.locanthi@shrm.org

Strategic Partnerships and Affiliate Operations



Mark Davila
Director, Strategic Partnerships and
Affiliate Operations
mark.davila@shrm.org



Nate Mahanes, SHRM-CP
Affiliate Operations Director
Nate.Mahanes@shrm.org



Hannah Brice
Membership Engagement Specialist-
Affiliates
Hannah.Brice@shrm.org



Shelly Quinn
Member Engagement Specialist-
Affiliate Operations
Shelly.Quinn@shrm.org

Naughty or Nice? Pay Attention to These Background Check Red Flags

Sure, a candidate looks great on paper. They may even rock their interviews with perfect answers. But are they hiding something that could pose a risk to your organization?

Background checks uncover potential issues that may impact a person's job worthiness. However, it can be challenging to distinguish between minor inconsistencies and true red flags. Knowing when a candidate is being a bit "naughty" versus when they're a real risk is crucial. Let's break down some common background check red flags and discuss how to handle them.

Problem: Discrepancies in Employment Dates

A 2023 survey by ResumeLab found that [37% of people lied about the length of time they were employed at a job.](#)

Employment date discrepancies may occur because of simple oversights like a candidate misremembering exact dates. They could also be attempts to hide something intentionally (like a job gap or employment that ended badly). These red flags need further clarification and careful verification.

Solution: When dates don't match, ask the candidate to clarify. A conversation can often resolve minor discrepancies. Order an employment verification to nail down accurate start-and-end dates with previous employers.

Problem: Negative Professional References

Negative references may indicate potential issues with a candidate's work performance, attitude, or professionalism. While most candidates will provide references from people likely to speak positively about them, it's still possible to encounter less-than-favorable feedback. This could stem from legitimate challenges the candidate faced in previous roles, personality conflicts, or even isolated incidents. However, repeated patterns of negative feedback are red flags.

Solution: Negative references are concerning but should be interpreted in context. Verify the feedback by conducting multiple reference checks, ideally from a diverse set of past employers or colleagues. If the feedback consistently reflects poor performance or behavioral issues, it's a bonafide red flag. Partner with a third-party background screening company that uses structured reference-checking questions to ensure reliable and objective feedback.

Problem: Poor Credit

A poor credit history can raise concerns about a candidate's financial responsibility, particularly if the role involves handling money or sensitive financial information. Financial mismanagement may suggest a risk when you're hiring for positions that require trustworthiness, like accounting, banking, or roles with budget oversight. However poor credit doesn't always reflect a person's work ethic or professional capabilities, especially in non-financial roles. Economic hardships, medical expenses, or unexpected life events can affect a person's credit without necessarily impacting their job performance.

Solution: Assess whether credit history is relevant to the role. If it is, carefully review the candidate's credit details to determine if the issues stem from one-time events or reflect a pattern. Talking to the candidate about your credit concerns can provide context.

Problem: Unverifiable Diploma or Degree

Benign education verification issues might occur if the candidate attended an institution that has since closed, or if there was a genuine oversight in the records. However, candidates may exaggerate or misrepresent their credentials to meet job requirements. Without proper verification, an employer risks hiring someone without the necessary training or expertise for the position.

Solution: Use a background screening company that will vigorously attempt to verify the applicant's claims. If a candidate's diploma can't be verified, request additional proof, like official transcripts or notarized documents. Consider unverifiable credentials in your final hiring decision for positions that rely heavily on specific training.

Problem: Inconclusive Drug Test Results

Inconclusive drug test results often occur because of sample dilution or other irregularities. This can suggest the candidate may have attempted to mask substance use. However, inconclusive results don't definitively indicate drug use. They may be caused by legitimate factors like excessive hydration. When this happens, it creates a challenge for hiring managers.

Solution: Notify the candidate about the inconclusive result and offer a retest if possible. An HR policy that allows one retest can accommodate situations like these without unfairly penalizing the candidate. However, repeated inconclusive results can be an even bigger red flag, possibly pointing to tampering.

Problem: Social Media Red Flags

Social media screening can uncover insights into a candidate's character and behavior that indicate poor judgment, unprofessional behavior, or even discriminatory attitudes. While such information can

be valuable, you need to handle it cautiously to avoid privacy invasion and comply with fair hiring practices.

Solution: When you're evaluating social media content, look for public posts that may reflect toxic behavior, like hate speech or evidence of illegal activity. In addition, customize your search with targeted high-risk activity keywords.

If, for example, you're hiring at an animal shelter, using keywords like "inhumane behavior towards animals" would help uncover risky behavior or attitudes.

Focus only on information directly relevant to the job performance and your company's culture. Social media screening provided by an experienced background screening provider can help you build and maintain a compliant, fair process.

Problem: Criminal Record Discrepancies

Ever had a candidate's reported criminal history that doesn't align with official records? This can raise concerns. It could be due to honest misunderstandings, or may not even be their record (because of common names, etc). The issue could also have been deliberately omitted or misrepresented.

Solution: Unreported convictions can be major red flags depending on the role. Before the background check, explain the company's policies on criminal records and how it affects hiring decisions to the candidate.

Always order criminal records searches through a reputable third-party background screener who will closely check every piece of information before reporting back to you. Allow the candidate to clarify any unreported criminal history.

Red flags in background checks must be taken seriously but shouldn't always spell the end for a candidate. HR can use individualized assessments (How long ago did the candidate committed the crime? How severe was the crime? Is the crime relevant to the job they're applying for?) to measure how much weight to put on the red flag.

Identifying, assessing, and addressing these issues within the right context and fairness helps organizations confidently distinguish between honest mistakes and genuine concerns.

Data Facts | www.datafacts.com



Doctors take the board exam. Lawyers take the bar exam. HR Pros get **SHRM-Certified.**

Known as the **industry-wide standard** for HR excellence, the **SHRM-CP**[®] and **SHRM-SCP**[®] are recognized and valued by employers in all industries as the premier human resources certifications.



Amplify Your
HR Expertise



Increase Your
Earning Potential



Demonstrate
Your Commitment



CPH 240658

Apply for Your SHRM Certification Today

shrm.org/getcertified24

Application Deadline:
December 17

Member: \$410
Nonmember: \$435



Looking for the right tools to prepare for certification? The **SHRM Learning System** is a flexible, self-study program designed to focus on the areas you need most. With personalized study plans and practice tests, you'll be fully prepared for exam day. Visit shrm.org/learningsystem to learn more.



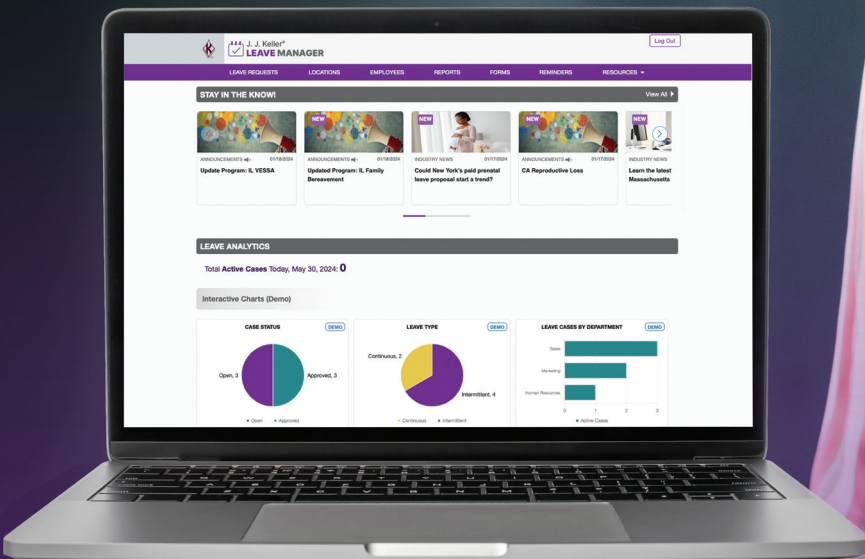
- ✓ **SIMPLIFY LEAVE ADMINISTRATION**
- ✓ **ENSURE FEDERAL & STATE COMPLIANCE**
- ✓ **REDUCE RISK**

Check Every Box with **J. J. Keller® LEAVE MANAGER**

a comprehensive, cloud-based tool for tracking FMLA and other types of employee leave

Plus, enjoy valuable features like:

- Easy-to-use resources
- Unlimited expert help
- HRIS integration
- And more



START TODAY FOR FREE

LeaveManager.com/Trial or call 855-206-2983



SHRM Pledges Collaborative Support for Workplace Initiatives with President-Elect Donald J. Trump

Johnny C. Taylor, Jr., SHRM President and CEO, and Emily M. Dickens, SHRM Chief of Staff and Head of Government Affairs, issued the following statement regarding the 2024 presidential election:

SHRM congratulates President-Elect Donald J. Trump on his election as the 47th President of the United States. We acknowledge the importance of the Office of the President in addressing the complex challenges facing the world of work and the ability to create a thriving, productive, and inclusive American workforce.

At SHRM, we believe that effective workplace policies are critical to building productive and successful workplaces that benefit individuals and communities alike. We are committed to collaborating with the new administration to support the implementation of policies that advance these goals. Our mission is to create better workplaces for a better world, and we stand ready to lend our expertise in human resources and workforce management to foster policies that enhance organizational performance and employee well-being.

We look forward to engaging in civil and constructive dialogue with the administration and other stakeholders to address the evolving needs of the workplace. Together, we can create environments where employees thrive, innovation flourishes, and businesses succeed.

SHRM remains dedicated to advocating for policies that are inclusive, fair, and supportive of all workers. We invite the administration to join us in this mission as we work toward achieving sustainable growth and prosperity for our nation.

About SHRM

SHRM creates better workplaces where employers and employees thrive together. As the voice of all things work, workers and the workplace, SHRM is the foremost expert, convener and thought leader on issues impacting today's evolving workplaces. With nearly 325,000 members in 165 countries, SHRM impacts the lives of more than 235 million workers and families globally. Learn more at [SHRM.org](https://www.shrm.org).

The Rx for Lower Health Plan Costs

By BRITTNEY CONWAY

Slash Your Health Plan Costs

As healthcare costs continue to rise, employers are seeking innovative solutions to manage expenses without sacrificing employee benefits. CompareMedsRx is a game-changing web based solution that's slashing prescription costs and reshaping health plan renewals for the better.

The Prescription Problem

Prescription medications significantly contribute to escalating healthcare costs, accounting for 15-20% of total health plan expenses, with some employers facing figures as high as 30%. This reality poses a challenge for companies striving to provide comprehensive health coverage while keeping costs manageable.

A Digital Solution for Rising Costs

CompareMedsRx is more than just another prescription discount site, it's a powerful tool that empowers both employers and employees to make informed decisions about prescription costs. Users can instantly compare medication prices across multiple pharmacies, ensuring they always get the best deal. CompareMedsRx helps employees identify affordable generic alternatives to brand-name medications, potentially saving them hundreds or even thousands of dollars annually. The

platform enables individuals to monitor their medication expenses promoting cost-conscious decision-making. Furthermore, CompareMedsRx is actively enhancing its platform and will unveil exciting new features in 2025 to better serve users and expand its offerings!

A Win-Win for Employers and Employees

CompareMedsRx benefits not only employees but also employers. For HR professionals, the advantages of integrating CompareMedsRx into their benefits package are clear. It provides employees with a valuable resource at no additional cost while lowering overall healthcare spending for the organization. This can lead to improved employee satisfaction and retention, as well as access to insights on prescription usage and savings trends. Additionally, by reducing claims through lower prescription costs, employers may see decreased health insurance premiums.

Employees gain a powerful ally in managing their healthcare costs, which can lead to significant annual savings and increased satisfaction with their benefits package.

The Ripple Effect on Health Plan Renewals

The long-term impact of CompareMedsRx on health plan renewals could be transformative. As employees consistently find better prices for their medications, total prescription spending decreases, leading to more favorable renewal terms. The platform can also enhance the utilization of Health Savings Accounts (HSAs), allowing employees to maximize their pre-tax savings. The

valuable data provided by CompareMedsRx equips employers with insights that can be leveraged during negotiations with insurance providers at renewal time. As employees become more cost-conscious about their prescriptions, they may engage more in their overall health, potentially lowering healthcare utilization.

Real-World Results

Early adopters of CompareMedsRx are witnessing impressive results. One mid-sized manufacturing company reported a significant reduction in prescription drug spend within the first year of implementation. Another tech startup saw employee satisfaction with health benefits rise.

"CompareMedsRx has been a game-changer," says Sarah Johnson, HR Director at a leading e-commerce firm. "We're saving money while empowering our employees to make informed healthcare decisions."

The Future of Healthcare Cost Management

In the evolving landscape of employee benefits, CompareMedsRx represents a promising path forward—one where technology and individual choice create sustainable and affordable health plans for all. With platforms like CompareMedsRx leading the charge, the future of health plan management looks brighter—and more affordable—than ever before.

Brittney Conway
Chief Growth Officer
(985) 722-6509

bconway@comparemedsrx.com



CompareMedsRx

Empower your employees to take charge of their health without breaking the bank.

Access **20+** prescription discount cards—all in one convenient place!



Easy integration



Totally FREE



A unique benefit

Contact Us Today for a **FREE** Demo!

www.CompareMedsRx.com



Elevate Your Career with the Latest Knowledge and Skills.

SHRM Seminars offer in-person and live online programming so you can stay in front of emerging HR trends, expand your expertise and continue to develop personally and professionally.

Learn from industry experts on topics such as:

- Employment Law and Compliance
- Talent Acquisition
- Leadership and Strategy
- SHRM Certification Exam Preparation
- AI+HI Integration for Workplace Decisions and Innovation
- And more!

Time is running out!

Reserve your spot today.



**FINISH THE YEAR STRONG.
FIND YOUR PERFECT PROGRAM NOW.**

SHRM.org/Seminars24-dechrp

Did you know SHRM members save nearly \$300 on seminar registration with their membership discount? Also, customized team training programs are available!



Preventing Burnout During the 2024 Holiday Season



The World Health Organization defines burnout as a syndrome resulting from workplace stress that has not been adequately managed. Everyday life can be hectic enough without the added pressure of the holidays, which can also be a source of major stress and burnout for many people.

A 2024 survey by telemedicine provider Sesame found that 3 out of 5 Americans say their stress levels increase during the holiday season. Planning events, shopping for gifts, navigating family dynamics and traveling can make people feel overwhelmed and exhausted.

Even though levels of burnout are high, there are ways to help avoid and manage it so you can enjoy your holiday season. This article highlights tips to help prevent burnout during the 2024 holiday season.

Set Realistic Expectations

When the holidays hit, there may be many moving pieces to consider for a successful holiday season. Setting realistic expectations is crucial so you don't overcommit yourself or fall into the trap of perfectionism.

One easy switch is to send holiday e-cards versus sending physical cards. This can help you connect with loved ones while saving time putting together envelopes and postage. Other ways to help keep tasks realistic during the holidays are to break down goals into digestible tasks, set timelines and reward yourself for checking items off your to-do list. It's essential to keep your holiday commitments manageable to avoid burning out.

Start Early

No matter your holiday plans, spreading out your tasks and starting early will help with stress levels. This way, you won't be waiting until the last minute to complete tasks and rushing through responsibilities. Consider the following ways to prepare ahead of time:

- Send digital invitations for parties or hosted events at least two weeks in advance.
- Make necessary purchases a few weeks ahead of time.
- Decorate a few days before any hosted events.
- Arrange food plans, such as who's bringing certain dishes to share, at least one week in advance.

Planning ahead and starting early on tasks will help prevent last-minute stressors. It may also be helpful to create a schedule that balances holiday activities with downtime. Prioritize tasks and delegate when possible.

Take Time to Recharge

Regular breaks from daily stressors can prevent burnout by helping your body and mind relax and recharge. Rest restores your energy, boosts your mood and increases productivity. It's essential to make time for activities that refuel you, such as reading, spending time with friends and going on outdoor walks. Try to create a balanced schedule that allows for this type of self-care.

Maintain Boundaries

It's important to set boundaries between the time you can take to accomplish tasks and the time you need to rest. Boundaries protect your emotions and your physical space. They can be a healthy strategy as you navigate the holiday season and a full calendar. To maintain healthy boundaries, you can avoid overcommitment by scaling back on tasks and having a firm end time for parties. You can also try to compromise on events so you don't get burned out; for example, you could say "no" to an all-day gift exchange but make time to stop by for a couple of hours to see loved ones. Don't feel guilty about setting boundaries. The less stress you have to endure, the more fun the overall experience will be.

Conclusion

Burnout during the holiday season is common, but you can practice strategies to manage or even prevent it.

If you're experiencing burnout and these tips aren't helping, reach out to a doctor or mental health professional.

This article is for informational purposes only and is not intended as medical advice. For further information, please consult a medical professional. © 2024 Zywave, Inc. All rights reserved.



the
benefits
group

We do all the work!

- Concierge service
- Payroll integration
Creative, cost saving solutions
- No 800 numbers, ever!

There are no downsides to joining our family of clients. Only benefits. Because that's what we're all about.

SCAN ME



**Your employees are awesome.
Their benefits should be, too.**

benefitsuperhero.com



The Rising Tide of Healthcare Costs: A Strategic Approach for Employers with FEDlogic



Healthcare costs are skyrocketing across the United States, placing significant strain on individuals, families, and employers alike. As medical expenses grow, the challenges associated with navigating federal and state benefit programs, such as Medicare, Medicaid, Social Security Disability, Veterans Benefits, and Healthcare.gov, become more complex. Employers, particularly those invested in employee well-being, are increasingly looking for ways to alleviate this burden.

FEDlogic's mission is to ease these challenges by providing unbiased education and compassionate advocacy, empowering individuals to make the right choices for themselves and their families. As the only vendor in the United States that provides unbiased education and advocacy across all federal and state benefits, FEDlogic supports millions of Americans, helping them secure the financial relief they need to face mounting healthcare costs.

The FEDlogic Solution: Simplifying Complexity and Driving Financial Value

The financial impact of FEDlogic's services is substantial. On average, companies that implement FEDlogic experience a return on investment between 2:1 and 13:1. For every dollar invested in FEDlogic, companies see at least double, and sometimes over ten times that amount in savings, making it a powerful solution for cost-conscious employers seeking to offer additional value to their employees.

A common misconception among employers is that FEDlogic primarily focuses on individuals over 65. While Medicare is indeed an essential piece, it constituted less than 10% of their total impact in 2023. FEDlogic's expertise goes far beyond Medicare, spanning assistance with Social Security Disability, benefits for families with premature babies, support for individuals with End-Stage Renal Disease (ESRD), and income-related benefits. This comprehensive approach ensures that FEDlogic can support a diverse range of needs—whether someone is 25 or 75—by finding solutions tailored to their specific circumstances.



A TEAM OF EXPERTS

All FEDlogic experts have years of federal and state benefits experience to share unparalleled practical guidance and insight.



FREE & CONFIDENTIAL

Phone-based consultations that are unlimited, confidential, and free to your employees and their household members.



NOTHING TO SELL

FEDlogic will never sell, endorse, or promote any products or services – providing unbiased education and support.

Real-Life Impact: Reducing Healthcare Costs and Providing Peace of Mind

One recent success story highlights the unique value that FEDlogic brings to the table. A client who was new to self-funding healthcare costs through a captive insurance program found themselves apprehensive about the high expenses associated with the captive model. They were particularly concerned about a plan member dealing with the significant costs related to ESRD, which often requires lifelong dialysis treatments and sometimes a transplant.

Simone Wilkinson, Director of Risk Management at Leavitt Great West Insurance, recounts how FEDlogic was instrumental in easing the employer's concerns. "I was asked to jump on a call with the client and an external producer," Wilkinson recalls. "With data gathered from claims information and consultation statistics, we informed the employer that FEDlogic had guided the member to find coverage that provided them peace of mind."

– Simone Wilkinson, Director of Risk Management, Leavitt Great West Insurance

This was not merely a financial solution but a true relief for both the member and the employer. Dialysis treatments alone can cost hundreds of thousands of dollars, and the employer’s self-funded plan would have struggled under the weight of these costs. Thanks to FEDlogic’s support, the employer’s potential long-term savings were enormous, as the ESRD patient found coverage outside the employer’s plan, helping the company sidestep additional sizeable claims costs.

“This value-add was significant,” Wilkinson notes, emphasizing how FEDlogic’s involvement brought relief to the member and allowed the company to report to their stop-loss carrier that this high-cost member was no longer on their plan. This update positively influenced the employer’s renewal rate negotiations, demonstrating the financial and operational impact that FEDlogic brings to the table.

The success story became a focal point at a recent captive updates meeting, where it was showcased as an example of how early intervention and proactive solutions lead to substantial advantages for both employees and employers. As Wilkinson concluded, “Great stuff! I truly appreciate the fantastic work you all do.”

The FEDlogic Advantage: Meeting Challenges and Delivering Results

FEDlogic’s services are not limited to high-cost claims like ESRD. The organization’s advocacy extends to supporting employees facing various life-changing situations—from dealing with disabilities to navigating the complexities of premature births to supporting retirees and families who’ve lost loved ones. FEDlogic’s team of experts work diligently to understand each individual’s circumstances and recommend the best course of action, leaving no stone unturned.

The impact of this personalized service is felt not only by the employees who benefit from FEDlogic’s guidance but also by the employers who see firsthand the significant financial advantages that come from early intervention and comprehensive benefits support. By ensuring that employees find the most appropriate coverage and receive support with application processes, FEDlogic enables employers to manage healthcare costs sustainably and responsibly.

SCAN TO
LEARN MORE



Discover Real Savings with FEDlogic

Managing high-cost claims like premature births, ALS, or dialysis can overwhelm employers. FEDlogic navigates these challenges, helping transition employees to alternative coverage options that reduce costs while maintaining care quality. We estimate \$26,400 in savings per transition by averaging costs—conservatively. Utilizing FEDlogic to proactively address catastrophic claims or ensure a smooth transition to Medicare, partnering with FEDlogic can uncover significant savings, ease financial burdens, and empower your employees with expert guidance.

Act now to transform your benefits strategy!

HEALTH CONDITION	AVERAGE ANNUAL COST
LEVEL 4 PREMATURE BABY BIRTH	\$378,504
LOU GEHRIG’S DISEASE (ALS)	\$1,514,296
DIALYSIS *NOT INCLUDING TRANSPLANT	\$84,480
STAGE 4 CANCER	\$275,245
CATASTROPHIC CLAIM	\$180,814
65+ YEAR OLD *NO SIGNIFICANT UNDERLYING MEDICAL CONDITIONS	\$15,252

615-949-7000
proposal@fedlogicgroup.com
www.fedlogicgroup.com





Do I Really Need Employee Benefits Counsel?

By STEPHANIE RABORN, JD

When it comes to group health plans, many HR managers rely on their insurance broker and account teams to guide them through the complexities of regulatory requirements and best practices. While an insurance broker should provide valuable support and direction, an implicit (or sometimes explicit) question can arise when complex issues are encountered: “Do I really need to hire specialized employee benefits (EB) counsel?”

If the recommendation comes from a trusted advisor, then the answer is *yes*. Here are a few key reasons why EB counsel can make a significant difference in managing group health plans.

1. Reliance on Legal Opinion

While specialty advisors who work with insurance consultants can provide important guidance, information and even strategy, they cannot form an attorney-client relationship with you. This means, among other things, that they cannot issue a legal opinion. Only properly engaged legal counsel can form an attorney-client relationship with the employer and provide a legal opinion. Of course, the assistance of these specialists might mean an employer won't have to spend as much on a legal opinion, but it cannot serve as a substitute for it.

If an agency such as the Department of Labor or the Internal Revenue Service audits an employer, the employer can point to a legal opinion as the basis for their actions. That's a far superior position and one that can go a very long way toward demonstrating a reasonable, considered, and diligent process in decision-making. The same holds true for employers considering an acquisition or sale or looking for an infusion of capital. If their approach here is challenged, the employer can again point to its engagement of legal counsel to help explain its decision-making process.

2. Access to Attorney-Client Privilege

Attorney-client privileged legal advice is another advantage of engaging EB counsel. This privilege ensures that sensitive communications between a company and its legal advisors remain confidential, which is crucial when addressing complex legal issues. This privilege provides a secure environment for discussing potentially risky legal matters and making informed decisions without exposing the company to unnecessary legal risks that would be otherwise discoverable in the event of litigation.

3. Enhanced Risk Management Beyond Day-to-Day Compliance

Insurance consultants and their teammates provide crucial support when it comes to regulatory requirements, but sometimes outside counsel is best equipped to fully address the broader strategic risks associated with

certain employee benefits decisions. Dedicated EB counsel can help identify and mitigate these risks through a comprehensive legal lens. Consider a company contemplating a major acquisition or sale, for example, a scenario that can significantly alter employee benefits plans. Without EB counsel, the company might face several risks, including:

- **ERISA compliance:** If the company's benefits plans are not properly integrated post-merger, there could be ERISA violations stemming from improper updating of plan documents, disclosure and reporting, and failure to ensure continuity of benefits for all eligible employees and participants.
- **COBRA requirements:** Companies must ensure compliance with COBRA requirements for offering continued coverage to existing COBRA participants and to new COBRA-qualified beneficiaries in an acquisition. While default rules regarding liability can be contractually shifted, employers must assess these considerations before the deal closes.
- **ACA obligations:** The ACA imposes specific requirements for health coverage, including the timely provision of benefits and accurate reporting. During an acquisition or sale, it's crucial to address potential issues such as ensuring no gaps in coverage for employees and compliance with reporting requirements. Additionally, if the transaction results in the buyer becoming an applicable large employer (ALE), it must now adhere to ACA mandates and reporting obligations to avoid penalties.

4. Customization of Documents and Policies

Group health plans are not one-size-fits-all. Each organization has unique goals, requirements, and challenges. When an employer chooses to self-fund their benefits, a myriad of choices and associated risks will follow, much of that falling on the HR professional. A privileged conversation with EB counsel can help you better understand those risks and options. This tailored approach ensures that a company's health plans are designed to comply with applicable laws while addressing its goals and individual circumstances.

Again, while insurance consultants and their teammates provide essential services, dedicated EB counsel provides an extra layer of expertise for HR professionals charged with managing the complexities of employee benefits.

Specialized EB counsel ensures that all aspects of benefits management are thoroughly addressed, including:

- Navigating intricate regulatory requirements
- Tailoring policies for specific organizational needs
- Guiding employers through an audit, acquisition or other scenario in which a position they've taken is questioned

This comprehensive approach helps companies mitigate legal risks, stay in compliance, and align benefits strategies with their overall objectives.

Stephanie Raborn, JD
VP, Employee Benefits Compliance Officer
Stephanie.Raborn@McGriff.com
McGriff.com



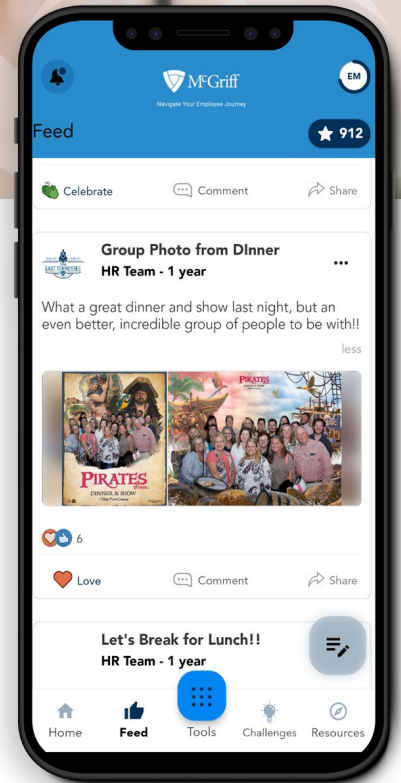


Is employee engagement and communications a challenge?

The McGriff Journey® mobile app is the solution.

Deliver 24/7/365 communication about benefits, employee recognition, wellness and more. Let McGriff Journey:

- Serve as a platform for year-round employee communications
- Drive engagement in company-sponsored programs
- Provide education to help employees lower health care costs
- Encourage team building and collaboration
- Help create a culture of health and well-being
- Support employee incentive programs



Contact us to start building your employee experience today!

Available on:



Learn more about how to curate a comprehensive employee experience.



Contact McGriff to get started.

Insurance • Risk Management • Employee Benefits

McGriff.com



2024 DOL Final Overtime Rule Set Aside

By MARY C. MOFFATT and JEROME D. PINN

On November 15, 2024, the United States District Court for the Eastern District of Texas issued a decision invalidating the U.S. Department of Labor's (DOL) Final Rule, which had raised the minimum salary level for the "white collar" overtime exemptions effective July 1, 2024, and which would have raised it again on January 1, 2025. (*State of Texas, Plano Chamber of Commerce, (and various business organizations) v. Department of Labor, et al.*, Case No. 4:24-CV-499 (E.D. Tex. 2024)).

1. The DOL's Final Rule - Background

As readers will recall, the 2024 Final Rule sought to raise the salary threshold for the "Executive, Administrative, and Professional" (EAP) overtime exemptions. On April 24, 2024, the Department of Labor issued its final rule, updating the DOL's regulations that implement the Fair Labor Standards Act (FLSA). Specifically, the Final Rule increased the salary threshold for the EAP exemptions under the FLSA.

The Final Rule was to work in phases. Starting July 1, 2024, the minimum salary level for the EAP employees was increased from \$684 a week to \$844 per week. Next, the minimum salary level was set to increase again on January 1, 2025 to \$1,128 per week. Starting July 1, 2027, the minimum salary threshold for exempt status was to be updated every three years based on inflation and changes in worker pay. The DOL was to publish a notice announcing the updated salary level at least 150 days before the update was to take effect.

It was anticipated that legal challenges would take place with respect to the Final Rule. In the November 15, 2024 Order, the Texas Court invalidated the Final Rule on the basis that the DOL exceeded its statutory authority under the Fair Labor Standards Act (FLSA).

2. DOL Exceeded Its Authority in Interpreting the FLSA

The Court's analysis focused on the statutory language of the FLSA, which provides exemptions for employees engaged in bona fide executive, administrative, or professional (EAP) capacities. The Court held that the DOL's focus on a salary threshold to determine exempt status improperly elevated salary levels over employees' actual duties.

While the DOL has discretion to issue regulations, the Court emphasized that this discretion does not permit the

agency to redefine the statute's scope beyond its plain language. The Court's 62-page Memorandum Opinion includes a detailed historical analysis of the FLSA, the DOL's role in setting criteria for the EAP exemptions over the years, and the impact of the recent *Loper-Bright* decision from the Supreme Court, which reversed the agency-deferral case of *Chevron*. The Texas Court noted that the Supreme Court in *Loper-Bright* "made clear that courts must exercise their independent judgment in deciding whether an agency has acted within its statutory authority." *Texas v. DOL, supra*, Memo Op., at page 28, quoting *Loper-Bright*, 144 S. Ct. 2444, 2273(2024).

The Court highlighted that the FLSA does not mandate a specific salary threshold, and the Court criticized the DOL's reliance on salary as the primary determinant of exempt status. The Court noted that setting a high salary threshold, such as \$1,128 per week, risks excluding employees who meet the statutory duties test, contradicting Congress's intent. This aligns with judicial precedent that warns against agency overreach when interpreting ambiguous statutory provisions.

Additionally, the Court invalidated the Final Rule's automatic updates to salary thresholds every three (3) years, finding that these updates violated the Administrative Procedure Act (APA). Automatic adjustments bypass procedural safeguards such as notice-and-comment rulemaking, which are required by law.

3. DOL's Final Rule Was Arbitrary and Capricious

The Court also addressed the procedural and substantive justifications for the DOL's Final Rule, finding that DOL failed to adequately justify the substantial increase in the salary threshold. Specifically, the Court criticized the DOL's lack of consideration for regional economic disparities and insufficient evidence to support its claim that the new thresholds aligned with the statutory purpose of the EAP exemptions.

4. Implications for Employers

The invalidation of the DOL's 2024 Final Rule means the salary threshold for the EAP exemptions reverts to the 2019 rule: \$684 per week (\$35,568 annually). Employers who raised salaries to comply with the now-invalidated \$844 per week (\$43,888 annually) threshold may wish to consider re-evaluation of their pay structures. Any salary reduction should only be prospective – not retroactive and should take into consideration the overall impact on the workforce, as well as the finances of the employee and the employer. It should be made clear that any reduction is based on the Court's Order, is not punitive nor a reflection on the employee's performance. There is still some uncertainty as to what will happen next and rather than engage in 'salary-whiplash,' employers should react carefully, and should engage with their employment counsel on the most appropriate options given the particular workforce.

Three most common options are as follows:

- a. **Maintain Increases:** Employers may choose to retain higher salary levels already implemented in order to support employee retention, morale and internal pay equity.
- b. **Adjust Salaries:** Reducing salaries back to the previous levels may offer financial relief but risks employee dissatisfaction, complaints, morale issues, and potential attrition.
- c. **Reclassify Employees:** Employees reclassified as non-exempt due to not meeting the \$844 per week threshold may now be reclassified as exempt, provided they meet the duties tests and earn at least \$684 per week.

As the Texas Court noted, the salary level is only one part of the exemption requirement. Equally important to the analysis are the actual job duties of the position. If an employer intends to revert to a lower salary based on the Texas decision, the employer should also confirm that the duties of the position are such that treating it as an exempt position would withstand scrutiny.

Employers operating in states with their own salary thresholds for exemptions (e.g., California or New York) must continue to comply with those higher state-mandated thresholds, regardless of federal court rulings on the FLSA.

5. What's Next?

DOL could appeal the District Court's adverse decision to the US Court of Appeals for the Fifth Circuit. In doing so, the District Court's decision could be "stayed" pending appeal. However, the Fifth Circuit is mostly pro-employer and it's unlikely a decision would be entered on appeal prior to the incoming Trump administration assuming control over the department on January 20, 2025.

The Trump DOL could withdraw the appeal or propose a new overtime rule. That is what it did the last time this scenario occurred. In 2017, after the Obama administration's overtime rule was invalidated by the federal courts, the Trump administration chose not to appeal the decision. Instead, the Trump DOL issued a new rule in 2019, setting the salary threshold at the current \$684 per week, which was significantly lower than the threshold proposed by DOL under the Obama-era rule.

Employers having questions or seeking advice on these issues are encouraged to contact their employment law attorney for guidance.



Mary C. Moffatt, Member
Wimberly Lawson Wright Daves & Jones PLLC
Knoxville, Tennessee office
mmoffatt@wimberlylawson.com



Jerome D. Pinn, Member
Wimberly Lawson Wright Daves & Jones PLLC
Knoxville, Tennessee office
JPinn@wimberlylawson.com



Wimberly Lawson

Wright Daves & Jones, PLLC

Attorneys & Counselors at Law



**WE REPRESENT
MANAGEMENT EXCLUSIVELY
IN ALL AREAS OF LABOR AND
EMPLOYMENT LAW**

Cookeville
931-372-9123

Knoxville
865-546-1000

Nashville
615-727-1000

www.wimberlylawson.com

Take a Proactive Approach to Safety in 2025

By TIM KECK

Workplace violence is a serious issue that affects employees across all industries and can have significant physical, emotional, and financial consequences for your company. It can range from verbal threats and bullying to physical altercations or even active shooter incidents. Regardless of the severity, any form of workplace violence disrupts the work environment, undermines productivity, and compromises employee well-being. And the burden of managing this problem has fallen mostly on HR professionals. How realistic is it to think that someone whose career has involved building a strong culture, managing performance, acquiring talent, and ensuring compliance will somehow be successful at managing violence? It's about as realistic as asking you to work a protection detail for the President of the United States or asking a Secret Service agent to take your place in this afternoon's compensation meeting.

To mitigate these risks and set yourself and your company up for success, many organizations are turning to employee workplace violence training as a key component of their safety protocols. Here's why such training is crucial for ensuring a safe, respectful, and productive workplace.

1. Prevents Escalation of Conflicts

One of the primary benefits of workplace violence training is that it teaches employees how to recognize early warning signs of aggression or hostility. By understanding these signs, employees are better equipped to de-escalate potentially volatile situations before they spiral into violence. Training often includes de-escalation techniques, which can help employees manage disagreements and confrontations calmly and professionally.

Why it matters: Without proper training, a minor disagreement between coworkers could escalate into a full-blown altercation, resulting in harm to individuals and potentially disrupting the entire workplace. Conflict resolution skills reduce the likelihood of violence and help maintain a peaceful working environment.

2. Improves Communication and Reporting

One of the core components of workplace violence training is teaching employees how to communicate effectively and report potential threats. Employees are often hesitant to speak up about troubling behavior, fearing retaliation or being seen as overreacting. Proper training fosters an environment where employees feel comfortable reporting concerns without fear of judgment or punishment. It also teaches them the correct channels for reporting suspicious behavior, ensuring that potential threats are addressed early on, while still manageable.

Why it matters: Clear communication is essential in preventing violence. If employees know how to report concerns and are encouraged to do so, potential risks can be addressed before they escalate. A culture of open communication promotes overall workplace safety and trust.

3. Promotes a Positive Workplace Culture

A workplace that prioritizes safety and well-being is more likely to attract and retain employees who value a respectful, inclusive, and supportive environment. Training in workplace violence shows employees that their

safety is taken seriously, and that their emotional and physical well-being is a priority. In turn, this creates a more harmonious work culture where people are less likely to engage in negative, aggressive, or toxic behaviors.

Why it matters: As you know, a positive workplace culture leads to higher employee engagement, job satisfaction, and overall productivity. When employees feel safe and supported, they are more likely to be motivated, loyal, and productive, which benefits the organization.

4. Prepares Employees for Emergency Situations

Unfortunately, workplace violence can sometimes escalate to physical confrontations or even active shooter scenarios. While these extreme events are rare, having a clear plan in place to respond to emergencies is critical. Workplace violence training often includes components on emergency procedures, evacuation routes, and how to respond to worst-case scenarios. Employees who are prepared for these situations are more likely to stay calm and act effectively when faced with danger.

Why it matters: Having employees trained in emergency protocols ensures a quicker, more organized response in the event of a violent incident. A well-prepared workforce can help reduce the severity of injuries and minimize the chaos in an emergency.

5. Reduces Employee Turnover and Absenteeism

The emotional and physical toll of workplace violence can lead to increased absenteeism, lower job satisfaction, and higher employee turnover. When employees feel unsafe or uncomfortable, they may seek employment elsewhere. Conversely, when a company invests in training and ensures that employees feel supported, they are more likely to remain with the organization for the long term.

Why it matters: Reducing turnover and absenteeism saves companies money and resources. Employees who feel confident and supported in their roles are more likely to stay with the company, reducing the cost and disruption of hiring and training new staff.

Conclusion: A Proactive Approach to Safety is Your Best Bet

Implementing employee workplace violence training is not just a precaution; it's a proactive approach to fostering a healthy, safe, and productive work environment. By recognizing the warning signs of potential violence, equipping employees with conflict resolution skills, and preparing them for emergency situations, organizations can significantly reduce the risks of workplace violence. The result is a safer environment where employees are more engaged, businesses are more productive, and legal and financial risks are minimized. Investing in workplace violence training is not just the responsible thing to do—it's essential for the well-being of your workforce and the long-term success of your business.

We want to help you and your people both feel safe and be safe. Be the hero for your employees and get training. Call 1-844-SAFEGROUP or safehavensecuritygroup.com today for vulnerability assessments, training, and consulting that keeps people safe. And remember, initial consultations are always free.

Tim Keck
Senior Consultant
SafeHaven Security Group
tim@safehavensecuritygroup.com
www.safehavensecuritygroup.com



SAFEHAVEN

S E C U R I T Y
G R O U P L L C



Become a Certified Threat Analyst

Keep your people safe from potentially violent situations in the workplace.

Certified Threat Analyst Course:

A 2 day course where you will learn to recognize warning signs of potentially violent situations, to determine the danger level, and how to keep people safe. This course will focus on the fundamentals of assess, mitigate and protect against violence and you will be able to protect your people and your organization.

January 23-24, 2025

This course will be in-person and online.

In Person location: SafeHaven Security Group in Rogers, AR

Chief Tim D. Keck, ret



A best-selling author, a top-rated speaker, and a court-certified expert on threat management. He has taught thousands of people how to stay safe even under the most difficult of circumstances.

Pre-approved for 16 recertification credits with SHRM and HRCI.

Learn More and Register
Limited Spots Available



Going Global With HRCI

By AMY SCHABACKER DUFRANE



Created in response to the results of a National Geographic survey, the 1990s television show – and corresponding board game – “Where in the World is Carmen Sandiego?” was enormously popular. Each episode had contestants who competed by answering geography-related trivia questions to figure out where Carmen was. Complete with its own theme song performed by Rockapella, the show’s popularity was lauded with Emmy and Peabody wins. While intended for children, figuring out where Carmen was hiding became water-cooler conversation for adults too.

Fast-forward to 2024. Can you point to Azerbaijan on the globe? Channeling my best Carmen Sandiego, it’s one of the places where I spoke earlier this year at the World HR Summit. The topic? Digital Transformation, specifically the future of learning & development. Our spirited discussion at the conference featuring esteemed colleague Dave Ulrich focused on what skills HR teams need to develop in the next 1-3 years to successfully leverage AI. Not surprisingly, we also covered the importance of ISO/TC 260 in the development of global HR standards that can be adopted, regardless of country or company size and complexity. More on that later.

AI has been top-of-mind for many in 2024. Earlier this year, I joined the University of Louisville College of Business’s Inaugural CHRO Roundtable on this topic, during which we discussed the promise of AI in HR: the concerns, the opportunities and common use cases. When the chance to talk about AI at NHCCE 2024 in Malaysia, I jumped at the chance. That conference’s theme spotlighted humanizing AI for the future workforce and the audience was very eager that their employers help workers reimagine work. By sharing ideas about how to get employees into their “zone of genius,” we bridged the commonalities that technology and change sometimes make feel like discords instead.

Integral to our work around the globe are new collaborations. In September, I was thrilled to represent HRCI as a full member of the North American Human Resource Management Association (NAHRMA) – the official representative to the World Federation of People Management Associations (WFPMA), a global network comprised by over 90 national human resource associations and representing more than 550,000 people management professionals - during their World Congress on People Management event in Mexico. This membership allows us to take part in the research conducted by WFPMA while also enabling HRCI to collaborate with other leading associations to promote best practices that benefit HR professionals everywhere.

I headed to Cyprus for The Future of Work and Wellbeing 2024 event in October. Supported by the European Association of Human Resource Management (EAPM) and hosted by WFPMA, this prestigious conference covered crucial HR topics including global trends in the future of work, how HR leaders can guide their organizations through change, and how we can come together across geographical boundaries and diverse sectors to enhance our collective impact. Immediately following the event was a meeting of the WFPMA, which involved selecting the next world congress in 2026 and reigniting the strategic planning efforts. Representatives were also encouraged to share WFPMA’s open access journal, a valuable resource that can be accessed at <https://www.ijhrdppr.com/>

My final international trip of 2024 took me to Tokyo for the latest International Organization for Standardization Technical Committee 260 meeting. HRCI is the delegated secretariat for ISO/TC 260 leading the development of standards for the field of human resource management, standards that promote the alignment and continuous improvement of HR processes and practices. To date, 64 countries in total are involved with ISO/TC 260, with 38 actively engaging in developing standards. Among some of the completed global HR standards that support our profession are guidance for Diversity & Inclusion, Employee Engagement, Workforce Planning, Governance, Learning & Development, Recruitment, Knowledge Management, and Human Capital Reporting. Work-in-progress includes Human Resource Management Systems (HRMS) to set the requirements for an effective HR system. Work has started on the Human Resource Management Strategic and ethical integration of technology, Workforce Wellbeing, and performance management among others. These global standards are foundational for HRCI offerings such as, our Certificate in D&I in HR Management – Assessment, Inclusion, and Retention, based on ISO 30415:2021. For more information on the work of this global network of HR professionals visit the webpage at: <https://committee.iso.org/home/tc260>. To learn more about HRCI’s leadership role, and how you can become involved go to: <https://www.hrci.org/about-hrci/ISO-TC-260-HR-Management-and-HRCI-Global-Standards-Leadership>.

2024 continued to broaden our local and national influence. Andre Allen, GPHR, our board chair, and I had the honor of joining business, labor and government leaders at the White House. Supporting the importance of National Recovery Month, an observance that promotes new evidence-based treatment and recovery practices for employees struggling from substance abuse disorders. It was a prime example of how the public and private sectors can work together to build stronger workforces.

There’s no doubt that 2024 has been a wild ride, filled with opportunities, new collaborations, and a deepening focus on the importance of supporting HR professionals and streamlining the practice of HR globally. On behalf of HRCI and myself we are gratified to be at the forefront of helping HR professionals around the world redefine, reimagine, and reach for the stars through world-class learning and certifications, and the development of global standards.



Amy Schabacker Dufrane, Ed.D., SPHR, CAE, is CEO of HRCI® — HR Certification Institute, and is the founder and CEO of HRSI — HR Standards Institute, where she is responsible for driving and disrupting the conversations about building high-performing, strategic HR teams. An engaging thought leader at the intersection of talent strategy and continuous learning, Dr. Dufrane is an award-winning leader and celebrated keynote speaker on the human side of successful business strategy in the 21st century.

Your Handbook for Navigating Modern HR Is Here

Alchemizing HR: Your Formula for the New Era eBook

By HRCI® + HRSI™ CEO Amy Dufrane, Ed.D., SPHR, CAE, and Clarissa Peterson, GPHR, SPHR, LPEC

PURCHASE YOUR COPY TODAY:
hrci.org/alchemizinghrbook



The official guide to the HRCI® Professional Development Model—a comprehensive framework designed to empower HR practitioners at any level—gathers insights from HRCI’s popular “Alchemizing HR” webinar series.

Praise for Alchemizing HR: Your Formula for the New Era eBook

“Without question, environmental megatrends have increased the materiality of human resources. With their unique high-level perspective, Amy and Clarissa propose five professional domains and practices for HR professionals to turn their knowledge into enterprise value. Their playbook for HR’s future—grounded in ideas, examples, and actions—enables any HR professional to rise to today’s opportunity.”

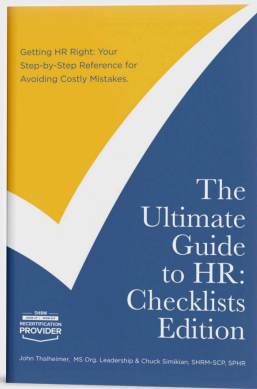
- Dave Ulrich, Rensis Likert Professor, Ross School of Business, University of Michigan Partner, the RBL Group



HRCI Recertification Credit

Three (3) business credits toward recertification will be awarded to HRCI certificants who read “Alchemizing HR: Your Formula for the New Era” and add it to their online application.





BOOK LOOK

The Ultimate Guide to HR: Checklists Edition

By WILLIAM R. CARMICHAEL

Introduction

For this magazine's September publication and based on the extremely high number of views, readers were pleased with the article "*The Ultimate Guide to HR: Checklists Edition*" submitted by authors John Thalheimer and Chuck Simikian. So much so that I was asked to provide a review, which I am delighted to do. A book review may not be an adequate preface, however. An introduction to one of the most effective and practical HR field guides I've run across seems to capture it best and I think readers will agree. If this seems a bit inflated, allow me to pose this simple question to our HR practitioners out there. If you had access to a resource that helped you quickly develop customized, legally compliant forms and checklists, wouldn't you use it? Read on . . . you won't be disappointed.

Understanding the HR Challenge

Let's face it, managing Human Resources is complicated. It is an unavoidable yet critical part of any successful business, and not getting it right is NOT an option. Packed with 80 downloadable checklists and other resources, *The Ultimate Book of HR Checklists* provides concise and practical steps for organizations to use when hiring people, improving performance management, creating an excellent work environment, and addressing many other employee management issues. Management Consultants Simikian and Thalheimer travel the United States helping small business owners, entrepreneurs, non-profit leaders, office managers, and Human Resources Professionals have the confidence to consistently make the right employee management decisions. This book is an extension of that work. They created *The Ultimate Book of HR Checklists* to be a simple yet powerful guide to help you handle the most common employee management scenarios. Their goal was to design a reference guide so individuals with little or no human resources experience could use it to make better employee management decisions.

What's Inside the Guide?

The Ultimate Guide to HR: Checklists Edition provides concise and practical step-by-step instructions for organizations to "Get HR Right" when hiring people, improving performance management, creating an excellent work environment, and many other employee management issues. No matter your level of HR or management experience, you will be able to open any checklist and get instant answers. It is designed for anyone with HR responsibilities to have the confidence to make the right employee management and HR decisions!

This guide is designed as a primer to help Small Business Owners,

Entrepreneurs, Non-Profit Leaders, Store Managers, Plant Managers, Office Managers, and anyone responsible for handling the HR aspects of running an organization. It includes building the foundational documents, hiring the best employees, creating the best work environment, keeping your team safe, properly rewarding your employees, and building proper systems for your organization.

The Ultimate Guide to HR: Checklists Edition is an interactive, downloadable guide that provides simple, repeatable steps for the most common HR scenarios and contains over 80 comprehensive checklists, including:

- A to-do list based on the calendar month to help you stay within compliance deadlines throughout the year (pages 14-16)
- Creating a strategic plan to help guide your HR efforts for the coming years (pages 19-21)
- Writing a vision statement that engages your employees in a meaningful mission (pages 22-23)
- Knowing which employment laws you need to comply with and why (page 31)
- Writing employee handbooks that inform your teams and protect your organization against litigation (page 35)
- Creating crystal-clear policies so employees know your expectations on and off the job (pages 47-48)
- Writing and publishing job descriptions that are legally compliant and help you hire qualified candidates (pages 58-60)
- Hiring the best employees with the help of a talent acquisition checklist (page 71).
- Making remote interviews a painless process for you and your applicants (page 74)
- 30 potentially illegal interview questions (page 82)
- 30 questions you should be asking in every job interview (page 83)
- A simple interview scorecard to objectively evaluate candidates and keep interviews consistent (pages 97-98)
- Hiring and properly classifying independent contractors to avoid IRS and DOL woes (pages 102-112)
- 20 employee benefits disclosures and notifications you may need to provide (page 127)

- Simplifying open enrollment so you and your employees can stay grounded and focused (page 130)
- A Request for Time Off Form you can start using right away to fairly and consistently track PTO (page 137)
- Handling reasonable accommodation requests and maintaining ADA compliance (pages 146-147) and an Accommodation Request Form to document requests (page 152)
- Creating an anti-harassment and anti-discrimination policy as a first line of defense (page 154)
- Complying with FMLA and supporting employees who take FMLA leave (pages 158-159)
- Properly investigating harassment complaints to help protect your organization (pages 166-168)
- Complying with the Pregnant Workers Fairness Act and PUMP Act (pages 177-182)
- Developing an AI tools policy checklist (pages 184-185)
- Company holiday party legal considerations checklist (pages 192-193)
- Creating remote/hybrid/work-from-home policies to set clear expectations at all stages of the role (pages 202-205)
- Implementing a consistent performance management system so you can objectively evaluate employees against their job expectations (page 215)
- Implementing a termination process that removes legal exposure and vulnerability (pages 224-225)
- Conducting exit interviews to understand why employees leave and identify any illegal or harmful practices that may have harmed them (page 229)
- Conducting stay interviews to learn why employees stay, build trust, and identify ways to make their jobs even better for them (page 236)
- Implementing crisis management processes to prevent, prepare for, and respond to any adverse events (pages 250-251)
- Handling an unannounced OSHA inspection (pages 268-275)
- Responding to EEOC Charges of Discrimination (page 285)
- Auditing I-9s to avoid DHS ICE penalties and fines (pages 288-295)
- Avoiding common ADA, FMLA, and I-9 pitfalls (pages 304-309)
...plus Resources and Legal Concerns for every topic and checklist!
- Checklists on foundational HR documents
- Checklists on hiring employees
- Checklists on hiring independent contractors
- Checklists on rewarding employees (pay and benefits)
- Checklists on creating the best work environment
- Checklists on managing remote workers
- Checklists on improving employee performance

- Checklists on keeping your organization safe
- Checklists on reducing organizational risk (self-audits)
- Printable and fillable checklists you can use over and over

Who Will Benefit Most from This Book?

Small business owners: You're running a profitable business and have a few dozen employees. You need to maintain compliance with federal employment laws but don't have a dedicated HR staff. This guide will give you everything you need to dot the i's and cross the t's.

Entrepreneurs and startups: You're hustling and wearing a lot of hats. You need to manage the employee stuff but also stay lean and agile. This guide cuts to the chase so you can get the answers and processes you need, and get back to growing.

People responsible for HR at a small business: You're a general manager, office manager, or admin. You might know a little about HR, but you'd love to know you're doing it right. This guide will help you take care of HR tasks better and easier, so you can do your job with confidence.

HR professionals: You work in HR within a company or you're a consultant. You'd like to expand your knowledge and have a resource for those tough questions. This guide will fill any gaps and help you be the go-to resource for your company or clients.

Nonprofits: You run a nonprofit and are doing great work in your community or the world. You may not know whether employment laws apply to your organization, or which ones do. This guide will explain what you need to do to become compliant and remain compliant, so you can stay focused on your greater mission.

Students: You want to pursue a career in HR but find textbooks and other resources challenging to learn from. This guide simplifies the tough stuff so you can quickly grasp employment laws and best practices and excel in your education.

About the authors: **John Thalheimer**, MS Org. Leadership & **Chuck Simikian**, SHRM-SCP, SPHR.

John Thalheimer is an award-winning management consultant, sought-after workshop facilitator, and author who has helped hundreds of businesses and professionals transform their potential into extraordinary performance. John is the CEO of True Star Leadership, a business consulting firm focused on workplace performance. He has over twenty-five years of multi-industry experience focused on improving small business systems. John has a master's degree in Organizational Leadership and a bachelor's in communication and is certified in executive coaching, change management, and Six Sigma principles. He is the author of The Truth of Selling, a marketing book for small business owners.

Chuck Simikian, SHRM-SCP, SPHR, the President of Alliance HR Partners Consulting is a seasoned certified HR professional with over 25 years of corporate HR experience spanning all aspects of Human Resources including recruitment, training, employee relations, benefits administration, payroll, and HR compliance across a variety of industries including: hospitality, themed attractions, retail, resorts, non-profits, and law enforcement.

William Carmichael, Ed.D., CPTM
Consultant
wcarmichael@gmail
<https://www.linkedin.com/in/wcarmchl/>



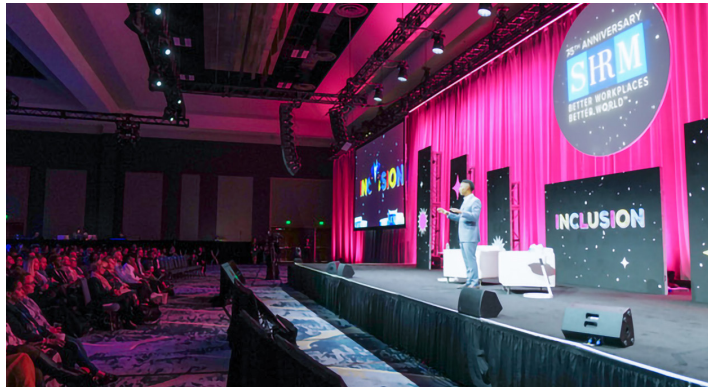
SIRM® INCLUSION 2024

DENVER, CO METRO AREA • NOV 4 - 7

HIGHLIGHTS

Photo Credit: Chris Williams





HIGHLIGHTS



1 SHRM-Memphis Board of Directors **2** Student of the Year - Janna Rittman, Intern with Methodist LeBonheur Healthcare **3** HR Emerging Leader - Amber Anderson with ALSAC St Jude **4** Labor and Employment Law Attorney of the Year - Maureen Holland, Holland & Associates, PC **5** HR Innovation Award - City of Memphis, Talent Management **6** Most Admired Organization in HR Award - Salvation Army Memphis & the Mid-South **7** HR Team Excellence Award - Williams-Sonoma, Inc.



8



9



10



11



12



13



14



15

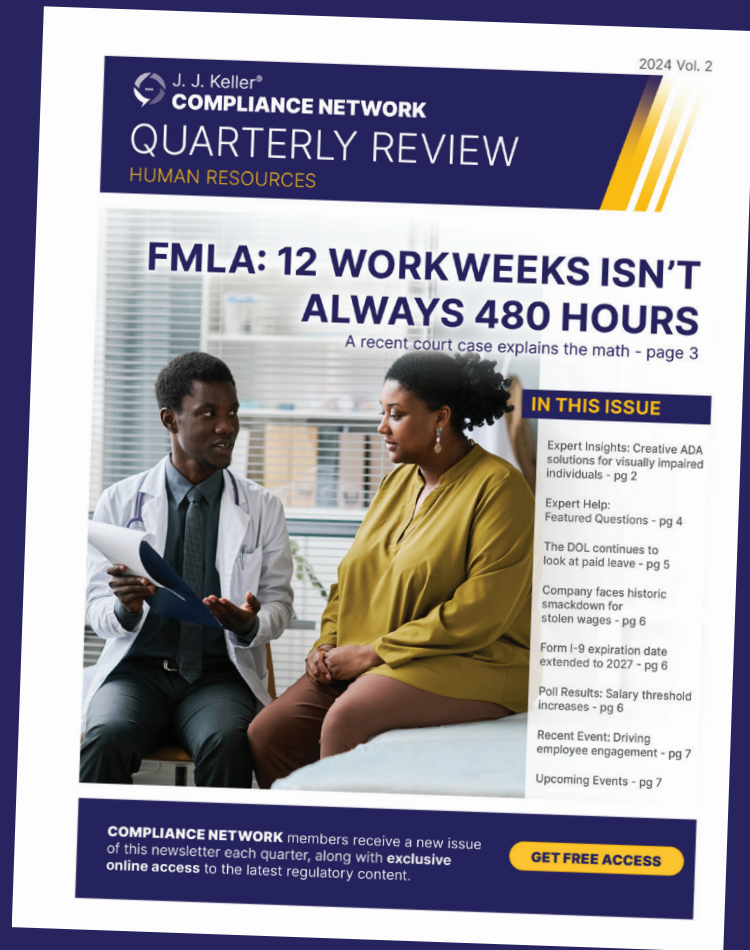
8 HR Professional of the Year Award - Eric Sabatini with the City of Memphis, Kristil Davis with the University of Memphis, and Amanda Klosterman with Methodist LeBonheur Healthcare (not pictured) **9** Sarah Colley with Methodist LeBonheur Healthcare accepted the George Mabon Executive of the Year Award for Lindsey Eaves who was unable to attend. **10** The George Mabon Family were honored guests. **11** Lifetime Achievement Award, Verlinda Henning, Founder and CEO of Faith People Consulting Firm **12** The Barnhart Crane & Rigging Team **13** Methodist LeBonheur Healthcare HR Team **14** University of Memphis Fogelman College of Business and Economics Team **15** University of Memphis HR Team



J. J. Keller®
**COMPLIANCE
 NETWORK**

FREE

HR NEWSLETTER



Stay informed on all the latest changes in human resources and employment law compliance with the **J. J. Keller® Compliance Network Quarterly Review**. By downloading this **free digital newsletter**, you'll get important news, insights from our experts, and other valuable information to help you meet requirements.

Plus, take advantage of other useful resources:

**WORD-FOR-WORD
 REGULATORY
 REFERENCE**

**IN-DEPTH
 EDUCATIONAL
 CONTENT**

**EXPERT
 HELP**

DOWNLOAD YOUR FREE ISSUE

JJKellerComplianceNetwork.com/Newsletter

PREPARE YOUR ORGANIZATION FOR THE NEXT WAVE OF TALENT

BY 2025, MORE THAN 25% OF THE WORKFORCE
WILL BE COMPRISED OF GEN Z APPLICANTS*

Now is the time to enhance your recruitment strategy to include tailored career pathways for Gen Z candidates. SHRM Talent 2025 is designed to help you create these multi-generational recruitment strategies with content tracks like:

- ✓ CAREER ARCS
- ✓ TALENT SELECTION
- ✓ WORKFORCE PLANNING & ANALYTICS

SECURE YOUR SPOT IN NASHVILLE OR VIRTUALLY TODAY!

SHRM® **TALENT 2025**

MARCH 24-26 | NASHVILLE, TN



JOIN US! Visit shrm.org/talent25-hrp12 to register today.

*Source: Gen Z Demands Flexible Workplace Benefits, Forbes, 2024

Highlights of the Fogelman WOMEN IN LEADERSHIP PROFESSIONAL TRACK EVENT

November 21, 2024



The Fogelman Women in Leadership professional track program provides leadership education to women in the greater Memphis area. The goal is to support the growing population of new women leaders as well as support the development of highly effective leaders in the 901. For more information, contact Dr. Kathy Tuberville, Program Director, K.Tuberville@memphis.edu

FOGELMAN

WOMEN IN LEADERSHIP



Professional Track Reaching New Goals, Breaking Old Barriers

Join us to hear from a distinguished panel of successful female leaders. We will discuss how women – specifically in underrepresented industries – can seek and achieve upward mobility. Our panelists, who are all leaders in the accounting & finance fields, will share valuable insights that apply to all women who are searching for growth opportunities. We look forward to connecting with you and helping you to continue your leadership journey. Registration required. Breakfast will begin at 8:15 AM.

To register, please visit:
apply.memphis.edu/register/FWL.Professional.11.21.24

THURSDAY
NOV. 21
8:30–10 AM



MISTY ARINDER
Director, Tax Planning Team | FedEx Corporation



CHARLOTTE HENDERSON
Tax Partner | RBG



RUBY HANCOCK
Managing Partner | KPMG



ANDREA WEST
Sr. Manager Staff Performance & Analysis | International Paper



The University of Memphis is an Equal Opportunity/Affirmative Action University. It is committed to the education of a non-racially identifiable student body.



Congratulations
to
THE UNIVERSITY OF MEMPHIS
and **SHRM-MEMPHIS!**

The SHRM Superior Merit Award is presented to student chapters that demonstrate outstanding leadership, programming, and other qualities: Sound operational practices, Career development opportunities, and Community engagement.



CERTIFICATE
OF RECOGNITION

THIS CERTIFICATE IS AWARDED TO
University of Memphis

PRESENTED BY
SHRM
FOR ACHIEVING THE
2023-2024 Superior Merit Award



CHAPTER #
5185

Johnny C. Taylor, Jr.,
SHRM-SCP
President & CEO

Michael P. Aitken,
Executive Vice President, HR
Professional Solutions, SHRM

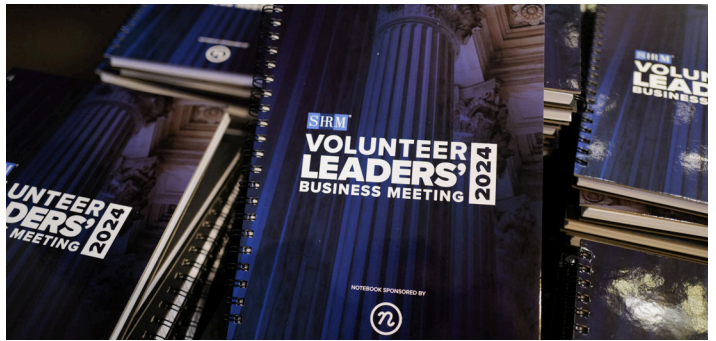


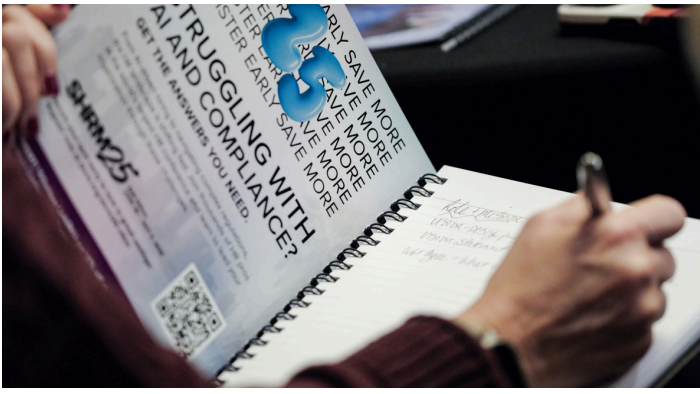
VOLUNTEER LEADERS' BUSINESS MEETING

2024

Highlights

Photo Credit: Chris Williams







15th Annual

Human Resources & Employment Law Fall Conference

HR Adventures Await!

November 7, 2024

Thursday

8:00 a.m. to 4:30 p.m.

at

Grant Event Center

Union University

1050 Union University Dr.

Jackson, TN 38305



HIGHLIGHTS



1 Dr. John Carbonell, Past President of WTSHRM, opened the conference and welcomed the attendees. The theme of this year's fall conference was "HR Adventures Await." **2** John Burleson and Nakota Wood provided a legal update. "Getting Directions: Legal Update" – They discussed significant developments in employment law since our update last year, including the FLSA's salary test changes, and more. **3** Alissa and Jeremy Dewitt with Executive Impact. Alissa signed her new book, "Ditch Command & Control Leadership," which is already a best-seller on Amazon. **4** Janice Shipman, President of WTSHRM discussed the benefits of being a WTSHRM member, and invited guests to consider joining the Chapter. **5** John Burleson and Matthew Courtner discussed how to handle employee discipline situations in their session, "Bon Voyage! Warning to Termination." **6** Dr. John Carbonell led a discussion on "Outfitted for Adventure: Workplace Dress Guidelines" – The panel of HR professionals and attorneys discussed current best practices and legal considerations for dress codes, including piercings and tattoos. (L-R) Rob Binkley, Renee Morris, Jennifer Howell, Wyde Edwards



7 WTSHRM Board of Directors **8** WTSHRM Conference attendees and guests. **9** (L-R) Rob Binkley, John Burleson, and Matthew Courtner, attorneys with Rainey Kizer. **10** Candie Atherton and Cynthia Thompson **11** Meredith Maroney and Geoffrey Lindley, attorneys with Rainey Kizer. **12** Taylor Clay with Paychex and Cynthia Thompson



RAINEY • KIZER • REVIERE & BELL PLC

THE STRENGTH OF EXPERIENCE

As the issues facing employers and HR professionals become more frequent, challenging, and complex each year, you need a law firm that provides advice for your specific organization.

For over 45 years, Rainey Kizer Reviere & Bell has advised businesses, non-profit organizations, and governmental agencies in all aspects of employment law.

To learn how we can assist your organization, please contact us at 731.423.2414.

TENNESSEE

MEMPHIS • MARTIN • JACKSON • NASHVILLE • CHATTANOOGA

KENTUCKY

FULTON

Tennessee and Kentucky do not certify specialists in the area of employment law.

Attorney Advertisement

raineykizer.com

EARN A SPECIALTY CREDENTIAL

PROVE YOUR PROFICIENCY. DEMONSTRATE YOUR PASSION.



SHRM Specialty Credentials are the optimal way to demonstrate your credibility and dedication to HR. With 11 credentials to choose from, you can hone your expertise and take on additional challenges after acquiring a new skill set.

shrm.org/credentialhub



Louisiana HR

Louisiana Society for
Human Resource Management

2025 Inclusion Summit Celebrating 10 Years of Impact!



10th Annual Louisiana SHRM Inclusion Summit
February 13th – 14th | New Orleans, LA



*Early Bird Registration - November 1 -
30*

Room Block Information

**The LA SHRM 2025 Diversity Summit Room Block is at the
Renaissance Hotel, 700 Tchoupitoulas St. New Orleans, LA.**

[Louisiana SHRM Diversity & Inclusion Summit FEB 2025 - Start your
reservation](#)

2025 - Master Class Session

Coming Soon!

Keynote Speaker

Coming Soon!

ECONOMIC PRESSURES SQUEEZING YOUR TALENT STRATEGY?

**BUILD A RESILIENT, DIAMOND-GRADE CULTURE
AT THE WORLD'S LARGEST HR CONFERENCE**

Pressure doesn't have to crack your talent strategy—it can make it shine.
Learn how to **boost morale, retain employees and establish
a workplace culture that thrives** at SHRM25.



**REGISTER NOW AND BE PART
OF THE HR CONVERSATION AT**
shrm.org/shrm25-hrprosdec

SHRM25
SAN DIEGO
JUNE 29 – JULY 2, 2025