

HR PROFESSIONALS

MAGAZINE™

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**Labor and
Employment Law
Updates**

SHRM
Spring
Conferences
Update

Congrats
to These HR
Certification
Grads!

A portrait of Michael G. Medoro, a man with white hair and a beard, wearing glasses, a blue and white striped shirt, and a dark suit jacket. He is smiling and looking directly at the camera.

**Michael
G. Medoro,**

SHRM-SCP,
President
Aspect Marketing and
Communications, Inc.
Creators of the
HR Conference
CruiseSM

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Deadline to reserve space March 15



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

a note from the editor



Exciting Highlights for Our March 2025 Issue!

We are thrilled to announce that Michael G. Medoro, the visionary creator of the HR Conference Cruise, will be gracing our March 2025 cover! Dive into his insights and aspirations for this unique conference cruise designed specifically for HR professionals. This event is proudly sponsored by the SHRM State Councils, including HR Florida, Ohio SHRM, and New York State SHRM.

As the official media sponsor for the HR Conference Cruise featured in our April 2025 issue, we're excited about the opportunity for attendees to embark on an adventurous Caribbean journey while earning 16.25 SHRM and HRCI credits. This will be an unparalleled experience, combining meaningful networking with a “floating” educational format. We look forward to future collaborations with Mike Medoro and Aspect Marketing and Communications, Inc.

This Issue's Focus: Labor and Employment Law

In this issue, we delve into the evolving landscape of labor and employment law, particularly in light of recent administrative changes. We extend our gratitude to Bass Berry & Sims for their insightful article on Page 18, exploring the significant alterations to the National Labor Relations Board (NLRB) and their implications for HR professionals. Additionally, we appreciate Meredith J. Mahoney of Rainey Kizer Reviere & Bell, PLC for her compelling article on Page 30, which addresses critical immigration compliance issues stemming from policies under the Trump administration.

Upcoming SHRM Conferences

Don't miss out on the upcoming SHRM Conferences happening in March! Be sure to register for the SHRM Talent Conference in Nashville, the SHRM-Atlanta SOAHR Conference, and the TNSHRM Women in Leadership Conference in Nashville. Keep an eye out for highlights in our April issue, and tune into our Facebook Live videos as we showcase SHRM leaders and speakers during these pivotal events. Details about all these conferences can be found in this issue.

Certification Opportunities

If you're considering certification, I warmly invite you to enroll in our upcoming Online SHRM-CP | SCP Certification Exam Prep Class starting April 23. The registration deadline is April 14. We take pride in our program, boasting a remarkable 90% pass rate for our SHRM and HRCI Certification Exam Prep Classes. I am personally dedicated to your success and support you until you pass. Plus, our classes are guaranteed—you can retake the course at no extra charge if you don't pass on your first attempt. For more information and to register, please visit our website at www.hrprofessionalsmagazine.com.

Thank you for being an integral part of our HR community, and we look forward to sharing more exciting content in our upcoming issues!



A handwritten signature in black ink that reads "Cynthia".

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

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Leigh Roth Photography

Michael G. MEDORO

**SHRM-SCP, President
Aspect Marketing and Communications, Inc.
Creators of the HR Conference CruiseSM**

Marketing Guy. HR Fan.

The above tagline is Mike's social media profile since he established Aspect Marketing and Communications, Inc. (Aspect) nearly 25 years ago. He founded Aspect in 2000 with the goal of providing marketing support/consulting to small businesses. Very quickly the firm found itself supporting local SHRM chapters and State Councils. They collaborate very closely with volunteers and believe we "speak the language" of the volunteer by offering appropriate technology, marketing, and e-commerce services. And, of course, The HR Conference CruiseSM

Mike is a graduate of the Weatherhead School of Management, Case Western Reserve University with an MBA in Marketing. His undergraduate degree is in Economics, which was earned at Villanova University. Mike has worked for a number of large organizations – ranging from an international oil company to financial services' firms.

Since everything stopped during COVID, Mike decided to obtain the SHRM-SCP as a proof-statement that he supports his HR clients. He is now on the hunt for regular certification credits as he never wants to take that exam again!

Mike currently serve as technology and communications director for the Ohio SHRM State Council. Technology and communication play a key role for both the council and local chapters. Staying on top of trends is important and he enjoys sharing knowledge and best practices with members. He has been on the State Council – in some capacity – since 2002 and has been a SHRM member since 2008.

He first envisioned the HR Conference Cruise after returning from a sailing with his family, on which he observed several seminars. Since he works with several state councils and local chapters on events/conferences, he thought it would be exciting to innovate and create an HR conference at sea.

The first conference cruise had approximately fifty guests in total and has grown to 160 guests in our March 2025 sailing. Mike

currently partners with HR Florida, Illinois, Indiana, Michigan, New York, Ohio, and Wisconsin State Councils. Mike has completed 12 HR Conference Cruises since 2017 with two additional sailings scheduled for 2025. The recently completed February 22-27, 2025, HR Conference CruiseSM was in partnership with Illinois, Indiana, Michigan, and Wisconsin SHRM State Councils. The March 3-8, 2025, sailing is in partnership with HR Florida, NY, and Ohio SHRM State Councils.

It may sound too good to be true, but the HR Conference Cruise offers a unique opportunity for continuous education, networking, and fun – all in a very budget friendly manner. The purchase of the cruise ship stateroom includes all meals, lodging, and access to most activities on ship.

Each conference is scheduled for 5 nights, offers 15-16 SHRM Professional Development Credits, a terrific line-up of speakers and topics, and superb networking opportunities. It include four pre-conference webinars and 7 or 8 sessions on board the cruise ship. All on-board sessions are held in the conference center of the cruise ship which can hold up to four hundred attendees. The sailings typically offer two ports of call.

We have traveled to a variety of tropical islands in the Caribbean and in Bermuda. Ports of call have included: Bahamas, Jamaica, Grand Cayman, Cozumel, Puerto Costa Maya (Mexico), and Bermuda. We have departed from Miami, Fort Lauderdale, Port Canaveral, Port Liberty (NJ), and Baltimore. Future departure ports could include Galveston, Texas, Alaska and Los Angeles, California.

Mike plans to continue to grow the attendance numbers and partners. He enjoys serving the HR community with unique ways to conference. It is wonderful to see HR Professionals searching for educational opportunities to grow in their craft. Education, camaraderie, and networking are maximized in the experience.

To quote one of my state council partners – the HR Conference Cruise is truly a "LIFE-WORK balance" with the emphasis on "LIFE." ■

welcome

Welcome to the HR Conference Cruise!

We're delighted that you decided to embark on our unique HR Conference at sea and are ready to learn, network, and have fun on the *VOYAGER OF THE SEAS*!

This conference is our 14th HR Conference Cruise and is in partnership with three state councils: HR Florida, NY State SHRM, and the Ohio SHRM State Council. Thank you to Chad Sorenson, Ned Hirt, and Cecilia Vocke for being strong supporters (and cheer leaders!) for the conference.

We have a full schedule of top-notch speakers for our "surf and turf" series, including four pre-conference webinars and eight on-board sessions.

New this year! We're introducing the LEARNING DECK SERIES with two industry expert speakers presenting a short presentation on a burning topic. Should be fun and enlightening!

We have two ports of call in Perfect Day at CocoCay, Bahamas and Cozumel, Mexico. Two very lovely (and warm!) places for us to explore.

Our HR Conference Cruise schedule has been pre-approved for 16.50 SHRM Professional Development Credits (PDCs) and for 16.50 recertification credits from the HR Certification Institute of which all sessions are pre-approved for business credits. This program contains our agenda, information on our speakers, handouts, and note pages for your use. Recertification information is included in the back of this HR Conference Cruise program. SHOUT OUTS to Ohio SHRM State Council and New York State SHRM for certifying our programs.

You will find similar information in our conference app, including copies of our speaker handouts as well as links to our four pre-conference webinars. You'll have ON DEMAND access to the webinars for up to 60 days after the completion of the sailing.

Thank you again for attending the 2025 HR Conference Cruise. If you purchased the internet package - please remember to tweet/post about your experience! #HRCRUISE2025

Sincerely,



Michael G. Medoro

Aspect Marketing and Communications, Inc.

THANK YOU TO OUR STATE COUNCIL PARTNERS!



New York State



Early Registration
Now Open

Friday, March 28

TNSHRM 2025 WOMEN IN LEADERSHIP CONFERENCE

FRIDAY, MARCH 28, 2025

JW MARIOTT, NASHVILLE

9:00am - 3:30pm

WOMEN IN LEADERSHIP CONFERENCE

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Group discounts available for 5 or more from the same organization.

Contact Celeste at admin@tnshrm.org

Join this exclusive event

featuring successful senior executive women who will share their inspiring journeys to the top of their organizations. This gathering also provides an opportunity to network with peers, exchange experiences, and gain valuable insights to enhance your impact.

Seats are limited, so secure your spot today for this empowering experience.



Congratulations

to These Recent HRCI Graduates



Sherviata Cleveland, MBA, PHR

Sherviata is an Area Human Resource Manager at PACCAR Engine Company in Columbus, MS. She has been with PACCAR for 3 years previously serving as a Payroll Specialist.

She received her Bachelor of Business Administration (BBA) from the Mississippi State University in 2009 and her MBA from Belhaven University in 2016.

Sherviata is a member of the Golden Triangle SHRM Chapter in Columbus, Mississippi. She attended the Online HRCI | PHR | SPHR Certification Class sponsored by *HR Professionals Magazine*.



Meredith Zornek, PHR

Meredith is a real estate paralegal and HR generalist at Emerson International in Greater Orlando, where she has worked for the past six years. She has 27 years of experience as a paralegal, specializing in both real estate and litigation, which has provided her with a strong foundation in the field. Emerson International is a reputable and successful full-service real estate development company that specializes in acquisitions, design/build-to-suit projects, leasing, and property management.

Meredith attended the Online HRCI | PHR | SPHR Certification Class, which was sponsored by *HR Professionals Magazine*.

2025



Navigating New Policies with Confidence



Federal Benefits in the Post-Election Landscape

As 2025 unfolds, HR professionals and employers alike face the challenge of navigating changes brought by a new administration. Policy shifts, economic adjustments, and legislative updates can leave organizations and employees searching for clarity. That's where FEDlogic comes in—an independent resource offering education, guidance, and advocacy for all federal and state benefit programs. Our team of former policymakers, experts, and adjudicators leverages decades of experience to help employers and employees decipher and adapt to new regulations.

Social Security Updates for 2025

SSA has announced key changes affecting beneficiaries nationwide. Major updates include:

- **Cost-of-Living Adjustment (COLA):** Benefits have increased by 2.5%, translating to an average \$50 monthly boost for retirees. This adjustment reflects efforts to align benefits with current economic conditions.
- **Taxable Earnings Adjustments:** The maximum earnings subject to payroll taxes have risen from \$168,600 to \$176,100.
- **Supplemental Security Income (SSI):** Maximum monthly benefits increased to \$967 for individuals and \$1,450 for couples, providing more support for vulnerable populations.
- **Windfall Elimination Provision (WEP):** The Social Security Fairness Act of 2023 eliminated the WEP, providing relief to many affected by this policy. The WEP and GPO provisions still apply to benefits payable for months prior to January 2024.

Social Security is a cornerstone of federal benefits, impacting millions of Americans.

With the Social Security Administration (SSA) rolling out significant updates in 2025, understanding these changes is critical to financial planning and ensuring beneficiaries maximize their benefits. FEDlogic's mission is to provide eligibility education and enrollment assistance, to ensure individuals and families are prepared to navigate the evolving benefits landscape.

These updates reflect SSA's commitment to adjusting benefits in response to economic and legislative factors. For HR professionals, staying informed about these changes is essential to supporting employees and ensuring compliance with evolving payroll and benefits regulations.

Here to Help,



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Good for employees, Good for you.



How FEDlogic Helps Employers, HR, & Employees

FEDlogic bridges the gap between employees and the complex world of federal and state healthcare programs and benefits. By providing expert advocacy and education, we help employees discover alternative healthcare options that offer comprehensive coverage at lower costs. This service is particularly valuable for employees navigating significant health crises or life changes—times when understanding and accessing benefits can be overwhelming.

 70 %+ Of ALS Patients Transition To Medicare As Primary Coverage After FEDlogic Consultation.	 50 %+ Of ESRD Patients Switch From Employer Health Plans To Medicare After Consulting FEDlogic.	 100 % Transition Rate For Medicaid-Eligible Low Birth Weight Premature Babies Over The Past Three Years.
 1/3 Individuals Who Consult With FEDlogic Find A Better Healthcare Solution	 \$ 1,000,000 Healthcare Claims Increasing	 89 % Of Million-Dollar Healthcare Claims Are Made By Individuals Under The Age Of 60

Real-World Impact

For over a decade, FEDlogic has empowered families to make informed decisions about their healthcare. By uncovering federal and state benefit programs, we've helped one-third of the families we serve transition to more cost-effective options. These efforts not only alleviate financial stress for employees but also deliver substantial savings for self-insured employers.

- **Proven ROI:** On average, FEDlogic achieves a return on investment (ROI) of 7:1, with results ranging from 2:1 to 13:1.
- **Life-Changing Results:** Families facing terminal illnesses, premature births, disabilities, or COBRA transitions have benefited from our expert guidance, finding stability and relief during difficult times.

FEDlogic's Promise

A Team of Experts

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

Free, Confidential, and Unlimited

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 products or services. Our promise is to only provide unbiased education and support.

Ready to Make an Impact?

Contact FEDlogic today for a complimentary impact analysis and service demonstration. Discover how our expertise can transform your organization's benefits strategy and provide peace of mind to your workforce.

Empowering Employees. Supporting HR. Driving Results.



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Understanding How Level Funded Health Plans Work



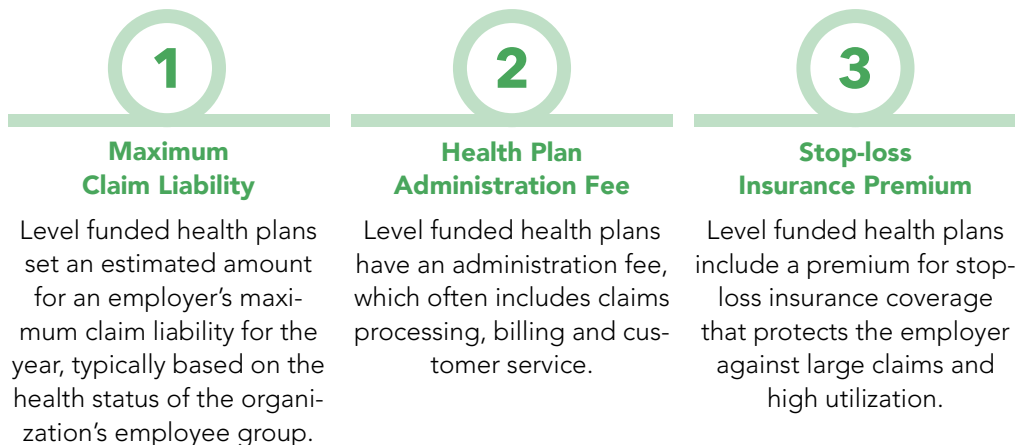
Level funded health plans can help employers lower their health care expenses while providing employees comprehensive health coverage and a robust provider network. These plans combine the cost savings and flexibility of a self-insured health plan with the financial predictability of a fully insured health plan.

What Is Level Funding?

With level funding, employers pay a set amount each month to a carrier. This amount typically includes the cost of administrative or other fees, the maximum amount of expected claims based on underwriting projections, and stop-loss insurance.

How Does Level Funding Work?

Employers with level funded plans pay a “level” fee to an insurance carrier or third-party administrator (TPA) each month that includes three components:



The total monthly fee amount is determined by the carrier or TPA and remains fixed or level for a 12-month period. The employer pays this fee each month, regardless of claims activity, and usually collects some of this cost from employees through pre-tax payroll deductions. If actual claims exceed projections at the end of the plan year, stop-loss insurance protects the employer from unexpected costs.

Employer Takeaway

Level funded health plans can provide employers with the stability and predictability of a fully insured health plan while offering cost savings, plan design flexibility and useful claims data available under a self-insured plan.

Contact us for more information and to request additional employee benefits resources. **Let us see if Level-Funded is right for you.**



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Register Now!



**KEYNOTE: First 100 Days of 2025:
Changes in Labor & Employment Law**

Craig Leen, Former OFCCP Director and Practicing Attorney

HOT TOPICS FOR 2025

Artificial Intelligence in HR

ERISA

EEOC

Immigration

Unemployment Insurance

Legislative Session Update

Legislative Panel

Attorney Panel



April 10-11, 2025

Robinson Center & The Doubletree Hotel of Little Rock

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President Trump Makes **Big Changes** to the **NLRB**

By TIM K. GARRETT & HUNTER K. YOCHEs

On January 27, President Trump made two major changes to the National Labor Relations Board (NLRB), both of which will cause a major shift in the political leanings of the NLRB and one that may substantially impact the president's direct authority over government agencies. One of those changes, the firing of NLRB General Counsel Jennifer Abruzzo, was expected and somewhat surprising that it took this long. The other change, the firing of Board Member Gwynne Wilcox, was unexpected and unprecedented.

President Trump's firing of Abruzzo will have the most immediate effect and has been established as within presidential authority. After President Biden took office, he almost immediately terminated the then-NLRB General Counsel Peter Robb, a Trump appointee. Court challenges to President Biden's action failed, establishing the legal precedent that the NLRB's general counsel serves at the pleasure of the president. As a result, Abruzzo is not expected to challenge her termination. Although her replacement has not yet been named, this action ends her authority over the agency and terminates her aggressive pro-union agenda.

President Trump's general counsel could have an immediate impact by rescinding Memoranda issued by Abruzzo and by issuing new Memoranda that announce revised general counsel positions and correspondingly change initiatives and enforcement directives to the NLRB's regional directors, who are part of the enforcement process. These changes are expected to be a dramatic shift from Abruzzo's positions and more employer-friendly.

In continuing his plan of "shock and awe," just one week into his term, President Trump fired Wilcox, one of the two remaining Democrat NLRB members. This action was unprecedented and most likely will be challenged in court. However, for the time being, Wilcox's removal leaves the five-member board with only two members and without the requisite three-member quorum. Without a quorum, the NLRB cannot decide cases. Thus, Wilcox's termination effectively prevents the NLRB (with a majority of two Democrat members) from issuing any additional decisions that could be contrary to President Trump's agenda. An even more cynical view would consider it likely that such decisions would be "rushed" to be issued prior to Senate confirmation of forthcoming Trump appointments. President Trump assumed office with two NLRB seats open, allowing him to nominate immediately two persons who (most likely) will be Republicans and, upon Senate confirmation, shift the NLRB to a Republican majority.

In response to her firing, Wilcox has sued President Trump in federal court arguing that her [termination](#)¹ violated the National Labor Relations Act's requirement that the president can fire NLRB members

only "upon notice and hearing, for neglect of duty or malfeasance in office, but for no other cause." Wilcox is seeking a court order to reinstate her as a member of the NLRB. Relatedly, there are lawsuits pending across various federal courts challenging the structure of the NLRB and its Administrative Law Judges (ALJs) with respect to the president's ability (or lack thereof) to fire NLRB board members and ALJs. The likely legal challenge to Wilcox's firing also could result in a prompt resolution of these legal issues and potentially return executive power back to the president, where some claim it rightfully and constitutionally belongs under the Constitution.

¹<https://news.bloomberglaw.com/daily-labor-report/trump-terminates-one-labor-board-democrat-leaving-two-members>.

If you have any questions about how these changes to the NLRB's composition and priorities may impact your business, please contact the authors.

Reprinted from Bass, Berry & Sims HR Law Talk Blog



Tim K. Garrett, Member
tgarrett@bassberry.com

Tim Garrett helps employers solve complex issues related to all aspects of labor and employment law, providing in depth counseling and developing creative solutions to underlying business issues. He is an experienced trial lawyer, defending employers of all sizes in employment litigation claims across the country. His work has ranged from defending a major university during a significant wage and hour collective action involving thousands of employees to the successful defense of a major healthcare provider in a gender discrimination / retaliation case. In addition, Tim has served as nationwide labor and employment counsel for the largest nonprofit dialysis company in the U.S.



Hunter Yoches, Associate
hunteryoches@bassberry.com

Hunter Yoches represents management in all aspects of labor and employment law and related litigation. He regularly defends employers against various claims and counsels clients on a wide range of day-to-day employment matters. Hunter has experience litigating cases and counseling clients regarding federal and state employment laws, including collective and class action litigation, contract disputes, and compliance issues. He advises clients related to wage and hour laws (such as the Fair Labor Standards Act), discrimination laws (such as the Americans with Disabilities Act, Age Discrimination in Employment Act, Family and Medical Leave Act, Title VII of the Civil Rights Act, and others), unfair labor practices (such as the National Labor Relations Act), and more, helping employers remain compliant with the constantly changing laws and regulations that impact the workplace.



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Stay up-to-date on the latest in HR Law. Visit our blog at bassberryhrlawtalk.com.

Centered to deliver. bassberry.com

**BASS
BERRY
SIMS** 

Pharmacy Benefit Best Practices for 2025

By DENISE CABRERA

As the pharmacy benefit landscape continues to evolve, plan sponsors must adopt innovative strategies to ensure effective cost management while prioritizing patient outcomes. Specialty medications will continue to drive 40% to 60% of total drug spend under the pharmacy benefit. Utilization of GLP-1 drugs like Ozempic will continue to drive costs for diabetes and weight loss management. The following best practices outline critical areas for pharmacy benefit management (PBM) optimization in the year ahead.

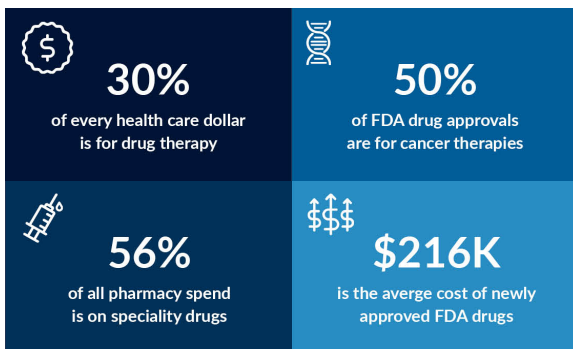
1. Emphasizing Value-Based Contracts

Value-based contracts are at the forefront of modern PBM strategies. These agreements tie reimbursement to clinical outcomes, ensuring that medications deliver measurable value to patients. By aligning incentives among manufacturers, payers, and providers, organizations can better manage high-cost specialty drugs and improve adherence rates. Enhanced data sharing and analytics tools are crucial to tracking patient outcomes and negotiating contracts that favor quality over volume.

2. Comprehensive Specialty Drug Management

The Centers for Medicare and Medicaid Services expects prescription drug spend to be the fastest growing health care expense over the next decade. In fact, \$0.40 of every dollar spent on healthcare in the US is for drug therapy. With the rise of personalized medicine and gene editing therapy, drug spend will continue to increase and likely reach \$600B this year. Specialty drugs continue to drive pharmacy spending, with costs projected to comprise over 60% of total drug spend in 2025. High-cost specialty medications are driving an average trend increase of 2.3%. This trend is also expected to continue as most employers are seeing specialty drug costs account for over 50% of total drug spend under the pharmacy benefit.

PBMs must implement robust specialty drug management programs, including formulary tiering, prior authorizations, and site-of-care optimization. Home infusion therapies and biosimilar adoption are key strategies to reduce costs while maintaining quality care. Additionally, partnerships with specialty pharmacies allow for better patient support and adherence tracking.



3. Leveraging Artificial Intelligence and Predictive Analytics

AI and predictive analytics play an increasingly vital role in pharmacy benefit management. Advanced algorithms enable real-time analysis of prescribing trends, adherence patterns, and patient risk factors. These insights allow PBMs to personalize interventions, identify cost-saving opportunities, and prevent potential adverse events. Predictive modeling also supports population health initiatives by targeting high-risk members for tailored medication management programs.

4. Prioritizing Transparency in PBM Practices

Regulatory changes and employer demands have amplified the call for greater PBM transparency. In 2025, best practices include clearly disclosing rebate structures, administrative fees, and formulary decision-making criteria. Transparent partnerships foster trust among stakeholders and empower plan sponsors to make informed decisions. Additionally, implementing pass-through pricing models ensures that employers benefit directly from negotiated savings.

5. Expanding Access to Digital Pharmacy Tools

Digital tools, such as mobile apps and online portals, enhance member engagement and streamline prescription management. In 2025, successful PBMs offer platforms that provide price transparency, refill reminders, and adherence tracking. These innovations support better health outcomes while addressing member convenience.

6. Enhancing Health Equity in Pharmacy Benefits

Addressing health disparities is an area of critical focus in 2025. PBMs are adopting policies that eliminate access barriers, such as high copays and restrictive formularies, for vulnerable populations. Culturally competent care and language-specific resources ensure that diverse member groups can navigate their pharmacy benefits effectively. These measures not only improve health equity but also reduce long-term healthcare costs by preventing complications.

7. Proactive Management of Regulatory Changes

As regulations evolve, PBMs must remain agile in adapting their practices to comply with new mandates. Monitoring federal and state-level policies is essential to ensure timely adjustments to formularies, benefit designs, and reporting requirements. Proactive compliance efforts minimize disruptions and safeguard plan sponsors from potential penalties.

8. Focusing on Mental Health Medication Access

The growing emphasis on mental healthcare has led PBMs to prioritize coverage for antidepressants, antipsychotics, and other behavioral health medications. Integrating these therapies into broader care coordination efforts helps improve adherence and outcomes for patients with mental health conditions.

Conclusion

In 2025, pharmacy benefit best practices hinge on innovation, transparency, and member-centric care. By leveraging technology, managing specialty drug costs, and addressing health equity, PBMs can balance cost containment with improved patient outcomes. These strategies position organizations for long-term success in a rapidly changing healthcare environment.

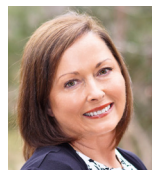
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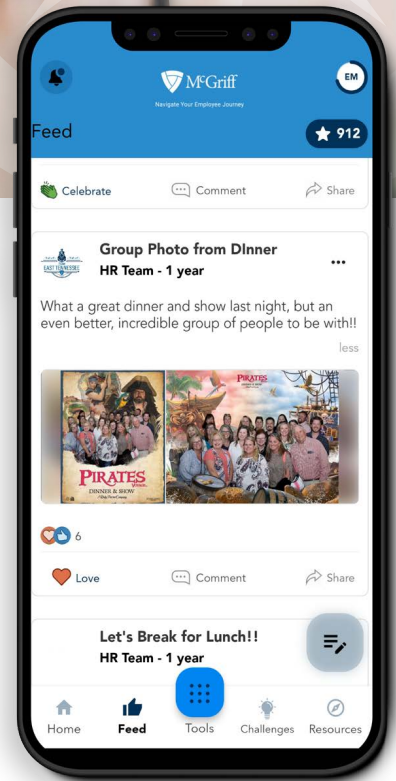


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Why Background Monitoring Is Essential for Your Remote Workforce

Even with some big companies invoking return-to-the-office (RTO) mandates, remote work isn't going anywhere. It's the new normal. [In 2024, about 22 million employees worked from home.](#)

With businesses embracing flexible work environments, employees are logging in from home offices, coffee shops, and co-working spaces around the world. While remote work offers measurable benefits like increased job satisfaction and greater productivity ([79% of managers feel their team is more productive when working remotely!](#)), it presents unique risks. Unlike in-office staff, remote employees operate outside of daily visual oversight. Not "laying eyes" on employees every day makes it harder to spot warning signs that could pose a threat to the company. This is why continuous background monitoring is critical. Let's look at how it helps mitigate risks that could go unnoticed in a virtual setting.

Why Is Ongoing Employee Monitoring Crucial in a Remote Setting?

Managing a remote workforce comes with unique challenges, especially regarding security and compliance. Without the ability to observe employees in a traditional office setting, employers must rely on proactive monitoring to mitigate risks. Continuous background monitoring ensures that organizations remain aware of potential issues (from legal troubles to behavioral concerns) before they escalate. Implementing ongoing checks helps businesses protect sensitive data, uphold workplace integrity, and maintain a safe, productive work environment.

Types of Employee Monitoring for Your Remote Workforce

Your background screening provider can help you build a cohesive, compliant remote employee monitoring program to protect your company and its reputation. Consider these screening tools for your monitoring process:

- **Criminal records searches.** You probably checked the employee's criminal record before you hired them. However, that only reflects an employee's past, not their present. Employees may incur new criminal charges after joining your company. Recent theft, fraud, or violent convictions could signal bad news for your organization. Ongoing criminal record monitoring can help organizations

stay informed about employee behaviors that could negatively impact them.

- **Social media monitoring.** A person's social media posts, comments, and likes can provide a window into an employee's values and personal conduct. Persistent patterns of hostility, discriminatory remarks, sharing private company information, or unethical behavior on social platforms can indicate potential risks to your company's reputation. Automated social media monitoring tools use pre-set keywords to flag concerning content. Uncovering these types of content can help HR teams proactively address issues before they escalate.
- **Drug screening.** It's often easy to spot signs of drug use in an office setting. With remote workers, however, warning signs may go undetected for months. Implementing random or scheduled drug testing for remote employees decreases this risk and helps ensure they remain fit for duty. Screening tools like saliva testing and on-site urine testing is a compliant way to maintain a drug-free workforce.
- **Motor vehicle records (MVR) search.** For remote employees who drive as part of their job, regular MVR checks are crucial. A clean driving record at the time of hire doesn't guarantee long-term safe driving habits. Continuous MVR monitoring can alert employers to DUI offenses, license suspensions, expirations, or reckless driving incidents that could put the company at legal risk. Ordering MVR searches is a smart best practice even if the employee only drives for work a few times a month or once a quarter.

How to Compliantly Monitor Remote Employees

Yes, we've made a strong case for monitoring certain aspects of your remote employees' backgrounds. However, it must be done in a way that respects employee rights and complies with legal regulations (just like with pre-employment background screening). Here are 5 tips organizations can implement to maintain effective monitoring legally and ethically.

1. Obtain employee consent

Laws like the Fair Credit Reporting Act (FCRA) require employers to obtain written

consent before conducting background checks or ongoing monitoring. Be transparent by clearly communicating the purpose of monitoring and how the data will be used.

2. Follow state and federal laws

Background screening laws vary widely by state and industry. For example, some states have restrictions on drug testing or prohibit employers from taking adverse action based on certain criminal offenses. Partnering with a reputable background screening provider can help ensure compliance with these regulations.

3. Use AI and automation responsibly

Many companies use AI-driven monitoring tools, but it's essential to have a human oversight component, too. Automated alerts should always be reviewed to prevent false positives and ensure fair decision-making.

4. Establish clear workplace policies

Employers should define acceptable behavior in a remote work setting and outline consequences for violations. Policies should cover drug use, social media conduct, cybersecurity practices, and data protection measures. Remote employees should never have to wonder if the organization allows an action or behavior.

5. Respect privacy boundaries

Used strategically, monitoring tools can enhance security. However, excessive surveillance can create a negative, mistrustful culture. Employers should balance monitoring with employee privacy by focusing only on job-related risks instead of personal activities outside work.

Remote Employee Monitoring Protects Your Workplace

Remote work isn't going anywhere. Neither are the risks associated with it. Employers must be proactive in monitoring their workforce to ensure compliance, safety, and security.

Ongoing criminal checks, social media monitoring, drug testing, and driving record searches help organizations detect red flags early and protect their business from potential (and costly) liabilities. Implementing a well-structured, legally compliant monitoring system gives companies a way to foster a healthy and safe remote work environment.

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Thrive, Learn, Network: Announcing HRCI ENGAGE

By AMY SCHABACKER DUFRANE

It's always energizing—and, often, a little nerve-racking—to launch something new... especially when that “something” has the potential to impact hundreds of thousands of HR professionals.

After months in the making, HRCI has officially introduced a first-of-its-kind online community designed for members at every stage of their HR career. Built for professionals just like you, HRCI ENGAGE allows you to collaborate with peers, learn from diverse perspectives, and tap into expert insights, all within a mobile-friendly format that is accessible wherever you go.

I'm not sure there has ever been a more dynamic time during which we need deep resources to guide our people decisions. HRCI ENGAGE has welcomed community members from more than 90 countries so far, ranging from HR business partners to HR generalists, and from CHROs to HR operations. Our users span a wide range of industries, including healthcare, technology, financial services, and construction.

You might be wondering why we have chosen to offer HRCI ENGAGE to HR professionals at no charge. Time and again, the HRCI community has told us that your departments are becoming more resource-constrained, and the speed at which you are challenged to address exceptional circumstances continually increases.

By having “self-care” time to focus on your own career and gain valuable wisdom from industry leaders in one easy-to-access

online destination, you can refine your skills through real-world knowledge exchanges. In fact, HRCI-certified professionals can earn free HRCI recertification credits through HRCI ENGAGE.

One of my favorite features of HRCI ENGAGE is the dedicated space to “share your HR challenges” with your peers. Whether aligning compensation with business strategy, tracking meaningful metrics, or concerns about AI, odds are your peers have grappled with similar problems. HRCI ENGAGE provides a safe space for these conversations. It's a force multiplier for your HR team, available the moment you need it.

For 50 years, HRCI has set the global standard as the premier credentialing and learning community for the human resource profession. In fact, we are secretariat for ISO TC 260, which produces international standards on current and anticipated issues involving people management.

Given our global operations, we have been able to ensure that HRCI ENGAGE has ambassadors overseeing their respective regions, which include Africa, Asia, Europe, Latin America, the Middle East, and North America. This is particularly valuable to our members who need to be aware of legislative and cultural requirements in multinational organizations.

I would be remiss if I didn't highlight the job seeker functionality in HRCI ENGAGE. Community members can post job openings and job seekers can share their “open to

work” status. Whether looking for the right remote job or considering a major life change by relocating to another country, our resources section offers abundant opportunity – especially because it is specific to the HR professional.

HRCI ENGAGE also features a robust event component, allowing our community members to view upcoming events (both HRCI and local), attend live gatherings within HRCI ENGAGE, and even engage in live chat discussions on key topics. The events function is also constantly growing, with more exciting developments to come in 2025.

Like any community, we are interdependent, connected, and we grow and progress through the growth and progression of others. Join us to learn, contribute, and flourish on the journey that is your HR career. To access HRCI ENGAGE for free, visit <https://www.hrci.org/engage>.



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.

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Make Our Workplace Safe Again: Cultivating a Culture of Care

By MONTE MILLS

Remember that time you accidentally hit 'reply all' on an email that was not intended for the entire company? We all cringe at those moments. However, workplace threats can be far more serious than a rogue email. You've probably heard the phrase 'Make America Great Again.' As HR professionals, our mission is to Make Our Workplace Safe Again – and that's no laughing matter.

Workplace safety has become a critical concern in today's increasingly complex world. The unfortunate reality is that workplace violence is more common than many people realize. According to the Bureau of Labor Statistics, there were 392 workplace homicides in the United States in 2020 alone. That's a sobering statistic, and it highlights the importance of proactively addressing the top threats that HR professionals must address to ensure a safe and secure workplace for all employees.

For HR professionals, ensuring a safe and secure workplace is paramount. It goes beyond simply complying with regulations; it's about creating a culture of care and protecting the well-being of employees. So, let's dive into the top threats facing modern workplaces and how HR professionals can navigate this challenging landscape.

1. Addressing Domestic Issues in the Workplace:

We all know that work and home life can intertwine. But sometimes, that intertwining can lead to serious issues. 43% of female deaths in the workplace were fatal assaults by a relative or domestic partner. Domestic violence can significantly impact an employee's work performance, mental health, and even physical safety. As HR professionals, it's crucial to recognize the signs of domestic violence and offer appropriate support. A few ways to offer support might include creating a confidential employee assistance program, providing information on local resources, and implementing policies that address workplace safety in domestic violence cases. Remember, a compassionate and supportive environment can make a difference for employees experiencing these challenges.

2. Workplace Violence Prevention:

Let's be honest. No one wants to think about the possibility of workplace violence but ignoring it won't make it go away. Active shooter drills and threat assessment programs are no longer optional but essential. HR professionals must play a key role in developing and implementing these programs, ensuring all employees know the protocols and how to respond in an emergency.

HR should be involved in Behavioral Threat Assessment and Management (BTAM) training. BTAM consists of assessing, mitigating, and managing individuals who may pose a threat to themselves or others in the workplace. This proactive approach can help prevent workplace violence before it occurs.

3. Escalating Insider Threats:

Remember that employee who always showed up late and grumbled about their salary? Well, sometimes those grumbles can escalate into something more serious. Insider threats, such as data breaches, sabotage, and even violence, are on the rise. Economic pressures, geopolitical tensions, and personal grievances can fuel these threats. HR professionals must be vigilant in monitoring employee behavior, conducting background checks (when appropriate), and fostering a culture of open communication where employees feel comfortable raising concerns.

4. Convergence of Cybersecurity and Physical Security:

In today's interconnected world, the lines between cybersecurity and physical security are blurring. Cyberattacks can have significant physical consequences, from disrupting critical infrastructure to compromising sensitive data. HR professionals must understand this convergence and work closely with IT and security teams to develop a comprehensive risk management strategy.

5. Shift to Risk Management:

Gone are the days of simply checking boxes on a safety checklist. Today, a proactive and data-driven approach to risk management is crucial and involves conducting regular risk assessments, identifying potential threats, and developing mitigation strategies. HR professionals can play a vital role in this process by collecting and analyzing employee feedback, conducting workplace surveys, and identifying emerging safety concerns.

6. Enhanced Executive Protection:

In today's hyper-connected world, high-profile individuals within organizations face increased security risks. From cyberstalking to physical threats, the need for enhanced executive protection is more critical than ever. HR professionals can play a valuable role in developing and implementing security protocols for company executives, including travel security assessments, threat assessments, and close protection measures.

7. Emotional Intelligence in the Workplace:

Believe it or not, emotional intelligence (EQ) plays a crucial role in workplace safety. By fostering a culture of empathy, compassion, and open communication, HR professionals can create a more positive and supportive work environment. This environment can help identify and address potential issues before they escalate, improve employee morale, and enhance workplace safety.

In conclusion, ensuring workplace safety is an ongoing challenge. By being informed about the latest threats, implementing proactive measures, and fostering a culture of care, HR professionals can play a pivotal role in creating a safer and more secure work environment for everyone. If you have questions about any of these topics or other issues you may be experiencing in your workplace, please don't hesitate to contact SafeHaven Security Group. Your first consultation is free, and we want to help make your workplace safe again!

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Congratulations to these HR Certification Graduates!



Kierra Davis, PHR

Kierra Davis is a graduate of Arkansas State University, where she earned a Bachelor of Science degree in Business Management with a focus on Human Resource Management.

With a decade of experience as an HR professional, Kierra is passionate about helping others, paying it forward, and fostering strong partnerships. Her expertise spans recruitment, benefits and compensation, training and development, and employee engagement. She also has a financial background in the insurance industry and previously served as a Benefits Specialist for the Arkansas State Employee Benefits Advisor (ARSEBA).

Currently residing in Little Rock, Arkansas, Kierra works as a Human Resources Generalist for Easterseals Arkansas. In this role, she collaborates with a team of HR professionals to align the company's people strategy with its business goals. She lives by the Golden Rule: "Do unto others as you would have them do unto you," and believes that with hard work and faith—even as small as a mustard seed—she can continue to grow both personally and professionally.



Marjorie Cordero Pereira, SHRM -CP

Marjorie Cordero Pereira, SHRM -CP, is the HR Generalist for Landscape Images Ltd. With over 20 years of experience, she has worked in talent acquisition, talent management, training and development, employee engagement, and strategic planning across educational and service-based industries.

Marjorie is originally from Costa Rica where she received her Master of Science degree in Industrial and Organizational Psychology in 2014. She received a MEd in Educational Leadership in 2019 from the University of New Orleans where she currently resides.

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About the instructor:

Cynthia Y. Thompson is Principal and Founder of The Thompson HR Firm, a human resources consulting company in Memphis. She is a senior human resources executive with more than twenty years of human resources experience concentrated in publicly traded companies. She is the Editor | Publisher of *HR Professionals Magazine*, an HR publication distributed to HR professionals in Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, and Texas.

Cynthia has an MBA and is certified as a Senior Professional in Human Resources (SPHR) by the Human Resource Certification Institute and is also certified as a Senior Certified Professional by the Society for Human Resource Management. She is a faculty member of Christian Brothers University. Cynthia was appointed to serve on the Tennessee DOHR Board of Appeals by Gov. Bill Haslam in 2014.



Creating a Paper Trail • Immigration Compliance

By MEREDITH J. MARONEY

It's no secret that the Trump Administration is prioritizing immigration compliance. In fact, President Trump's Border Czar, Tom Homan, recently appeared on *The Megyn Kelly Show* and clearly stated that his priorities for immigration compliance included worksite enforcement. *Next Deportation Actions, and RFK's Nomination Battle Ahead, w/ Tom Homan, Halperin, and Turrentine, THE MEGYN KELLY SHOW (Jan. 28, 2025), <https://www.youtube.com/watch?v=Fb7WJNGRFcA>.*

Mr. Homan elaborated that worksite enforcement includes Form I-9 and E-Verify enforcement as well as arrests of undocumented immigrants at worksites. *Id.* Therefore, employers are on notice that immigration compliance at the workplace is a priority for the Trump Administration and should prepare accordingly.

Under the Immigration Reform & Control Act ("IRCA") of 1986, which is an amendment to the Immigration and Nationality Act ("INA"), all U.S. employers must verify the identity and employment authorization of all employees hired after November 6, 1986. Employers should do the following to meet the law's requirements.



Use the current version of Form I-9. On August 1, 2023, the U.S. Citizenship and Immigration Services released the newest version of Form I-9 for employers to use. There are two versions of the newest Form I-9: one expires July 31, 2026, and the other expires May 31, 2027. Employers who currently use the Form I-9 that expires on July 31, 2026, should be ready to use the Form I-9 that expires on May 31, 2027, by July 31, 2026. While failing to use the current version of Form I-9 may seem like a smaller violation compared to knowingly employing an undocumented immigrant or failing to complete Form I-9 altogether, it is still a technical violation of federal law and could subject employers to monetary penalties. The new Form I-9 has several changes from its previous version. These changes include (1) condensing Sections 1 and 2 to one page; (2) changing the "Form I-9 Supplement, Section 1 Preparer and/or Translator Certification" to "Supplement A, Preparer and/or Translator Certification for Section 1;" and (3) changing "Section 3. Reverification and Rehires" to "Supplement B, Reverification and Rehire (formerly Section 3)."



Complete Forms I-9 timely. Employees must complete Section 1 no later than the first day of employment but not before accepting a job offer. If a preparer or translator helped the employee complete Section 1, the preparer or translator must complete the Preparer

and/or Translator Certification (Supplement A) on page three of the current Form I-9. Employers must complete Section 2 within three business days after the employee's first day of employment. For Section 2, an employee may present either (1) one document from List A; or (2) a combination of one document from List B and one document from List C. Employers should make sure that the document(s) that each employee provides is unexpired and that the employee's name on Form I-9 matches the name on the document(s). While employers must verify the documents that employees provide, employers do not have to be document experts. If the documents appear to be genuine on their face and belong to the employee, the employer has likely complied with the IRCA. If the documents do not appear to be genuine, employers should provide the employee with a reasonable amount of time to produce a valid document.

Employers who are enrolled in E-Verify may remotely examine documents for remote employees, hybrid workers, and onsite workers. But an E-Verify employer is not required to use remote verification. However, if it does, it must consistently be offered to all employees at a hiring site. Nevertheless, it is acceptable for an employer to offer remote verification for remote hires only but conduct in-person inspections for all employees who work on site or in a hybrid capacity, if not done for a discriminatory purposes. And any employee may still insist that their documents be examined in person.

Employers must complete Supplement B if (1) an employee requires reverification; (2) an employee is rehired within three years of the date the original Form I-9 was completed; or (3) provides proof of a legal name change. For employees who require reverification, employers must complete the employment reverification no later than the date that the employee's work authorization expires. Keep in mind that lawful permanent residents are not subject to reverification and that requiring them to re-verify their employment eligibility could be viewed as discriminatory under federal law. In order to timely re-verify employees, employers should develop a tracking system that provides a way to keep up with employees who are subject to reverification so that those employees are re-verified timely.



Maintain Forms I-9. Employers are required to maintain their employees' Forms I-9 for either (1) three years from the date of hire; or (2) one year from the date of termination, whichever is later. 8 C.F.R. § 274a.2(b)(2)(i)(A) (2024). This includes Supplement A (if applicable) and Supplement B (if applicable). Employers should maintain Forms I-9 in a separate folder apart from their employees' personnel files. Employers should decide whether they maintain the documents that the employees provide for identification in Section 2. Maintaining these documents on some, but not all, employees could be viewed as discriminatory. Some states, like Tennessee, require employers to maintain these documents.

What if an employer failed to use the current Form I-9 or complete Form I-9? In light of the Trump Administration's focus on immigration compliance, employers should consider self-auditing their Forms I-9. During the audit, it is possible that employers may notice that an employee may not have used the current Form I-9 at the time of hire or that the Forms I-9 on some employees are incomplete. Under these circumstances, it is best practice for the employer and affected employee to complete a new Form I-9 using the current version of the Form I-9. Employers should also prepare a memorandum that explains why the employee and employer completed a new Form I-9 and attach it to the corrected Form I-9. Employers should attach the corrected Form I-9 and explanatory memorandum to the original Form I-9. In the event of an audit, this could mitigate the severity of the penalties that the employer incurs for failing to comply with federal immigration law.



Penalties for violating Form I-9 requirements. Under § 274A of INA, it is unlawful for a person or entity “to hire, or to recruit or refer for a fee, for employment in the United States an alien knowing the alien is an unauthorized alien . . . with respect to such employment.” 8 U.S.C.S. § 1324a(a)(1)(A) (2024). Additionally, “[i]t is unlawful for a person or other entity, after hiring an alien for employment . . . to continue to employ the alien in the United States knowing the alien is (or has become) an unauthorized alien with respect to such employment.” 8 U.S.C.S. § 1324a(a)(2) (2024). The Department of Homeland Security considers the following factors when determining the amount of the penalty for failure to properly

complete a Form I-9: (1) the size of the business; (2) the employer's good faith; (3) the seriousness of the violation; (4) whether the individual was an unauthorized noncitizen; and (5) the history of the employer's previous violations, if any. 8 C.F.R. § 274a.10(b)(2) (2024).

An employer that is determined “to have knowingly hired, or to have knowingly recruited or referred for a fee, an unauthorized alien for employment in the United States or to have knowingly continued to employ an unauthorized alien in the United States” is subject to a cease and desist order and (1) a fine of \$676-\$5,404/undocumented individual for the first offense; (2) a fine of \$5,404-\$13,509/undocumented individual for the second offense; and (3) a fine of \$8,106-\$27,018/undocumented individual for a third or subsequent offense. 8 C.F.R. 274a.10 (2024); 88 Fed. Reg. 2175 (Jan. 13, 2023). An employer who fails to comply with the Form I-9 requirement is subject to a fine of \$272-\$2,701/violation. 8 C.F.R. § 274a.10(b)(2) (2024); 88 Fed. Reg. 2175 (Jan. 13, 2023).

Therefore, Employers should understand that immigration compliance is a priority for the Trump Administration and comply with the Form I-9 requirement to protect themselves and their employees.



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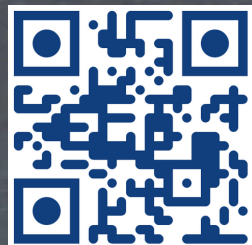


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2025 LASHRM CONFERENCE & EXHIBITION INTO THE WILD

CHARTING THE PATH WITH HUMAN & ARTIFICIAL INTELLIGENCE

April 10-11

River Center

275 River Road South, Baton Rouge, LA 70802

REGISTRATION

CHAPTER/SHRM MEMBER

FULL 2-DAY \$440

EARLY BIRD \$405

Early bird available through 2/15/2025

CONFERENCE TRACKS

TALENT ACQUISITION & TALENT MANAGEMENT

Navigating the Jungle &
Tracking the Herd

TOTAL REWARD & HR TECHNOLOGY

The Eagle's Eye:
Using AI to Enhance
Engagement & Retention

LEADERSHIP STRATEGY

The Pack Mentality:
Collaborative AI & Team
Dynamics

LEGAL

Guardianship of the Den:
Legal Risk & Compliance

IS YOUR ORGANIZATION EFFECTIVELY MANAGING A MULTI-GENERATIONAL WORKFORCE?

PERCEPTIONS OF GENERATIONAL DIFFERENCES
CAN HAVE A NEGATIVE IMPACT AT WORK.

A study of workplaces in the U.S. and U.K. revealed that employees who have managers who are more than **12 years** their senior are about **1.5 times more likely to report low productivity**, due to a lack of collaboration.*

If your organization is finding it difficult to enable members of different generations to work together productively, **SHRM Talent 2025** (Talent 2025) is the place to learn new strategies to implement in your workplace and ensure organizational success. Join us at Talent 2025 in Nashville on March 24-26 and participate in over 80 sessions across five content tracks.

*Source: Encouraging Generation Z and Baby Boomers to Work Together, SHRM, March 5, 2024.

WELCOME TO THE MAIN STAGE:



“Navigating the Multi-Generational Workforce”

Kim Lear

Writer, Researcher, and Founder of Inlay Insights



shrm.org/talent25-hrp03

SHRM®

TALENT 2025

MARCH 24-26 | NASHVILLE, TN

SAVE THE DATE



Presented by MMAGI & McGriff

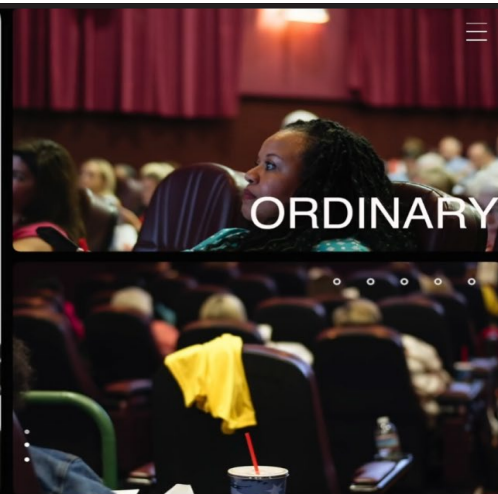


Tuesday, June 3, 2025, 2:00pm to 5:00pm

Malco Ridgeway Cinema Grill & Bar, 5853 Ridgeway Ctr Parkway, Memphis, TN

HIGH ENERGY FORUM - 10 speakers, 5 minutes – slides auto-rotate - topics relevant to the workplace

OFFICIAL MEDIA SPONSOR



\$5 per ticket sold will be donated to Porter-Leath, a Memphis non-profit serving children & families since 1850.

EARLY BIRD
until March 31st

**\$25 PER
TICKET**



SCAN ME



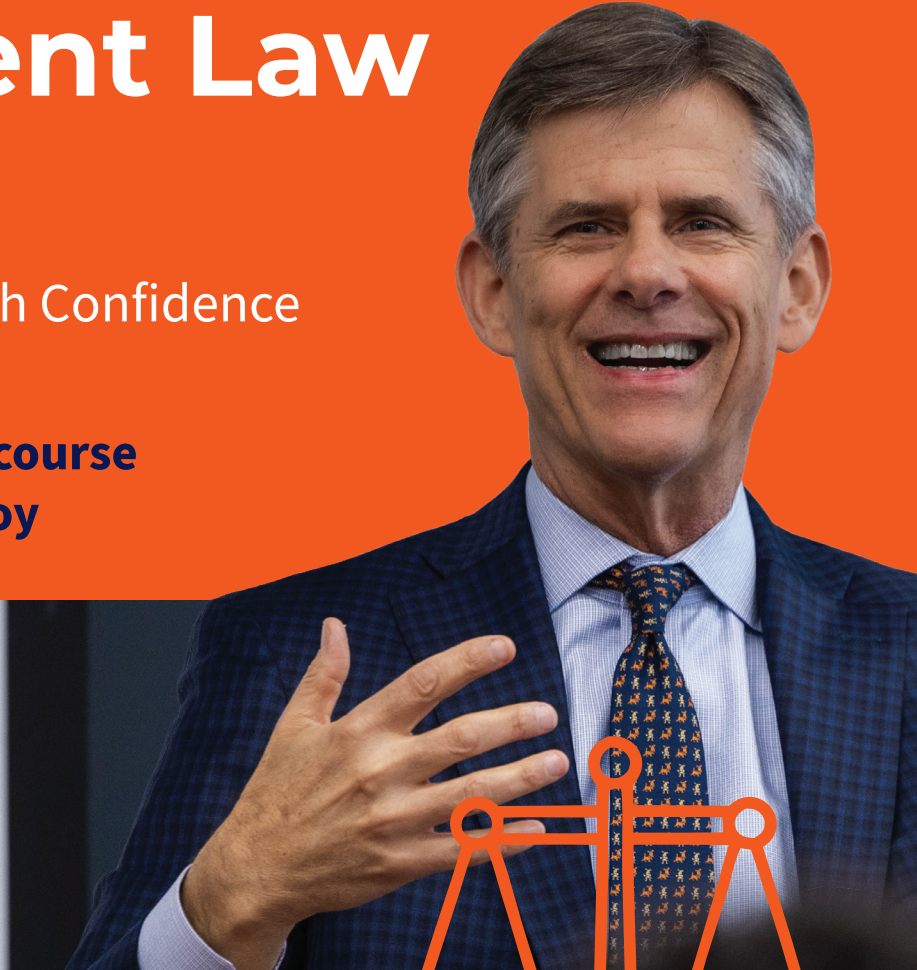
School of Labor and
Employment Relations

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN

Employment Law Essentials

Navigating Compliance with Confidence

**A 3-week SHRM-accredited course
with Professor Michael LeRoy**



What you'll learn

- Key legal decisions that affect compliance
- Anticipate changes in employee rights and employer obligations
- Enhance your self-sufficiency in reading, analyzing, and locating resources relevant to your work environment

Interested in more information?

Visit <https://go.illinois.edu/employmentlaw>



The School of Labor and Employment Relations is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP® or SHRM-SCP® recertification activities.

2025 TPMA CONFERENCE

THE HR EVOLUTION:
HR PRACTICES FOR
THE FUTURE OF WORK

TN Personnel Management Association

31st Annual Membership and Training Conference

April 22 - 25, 2025

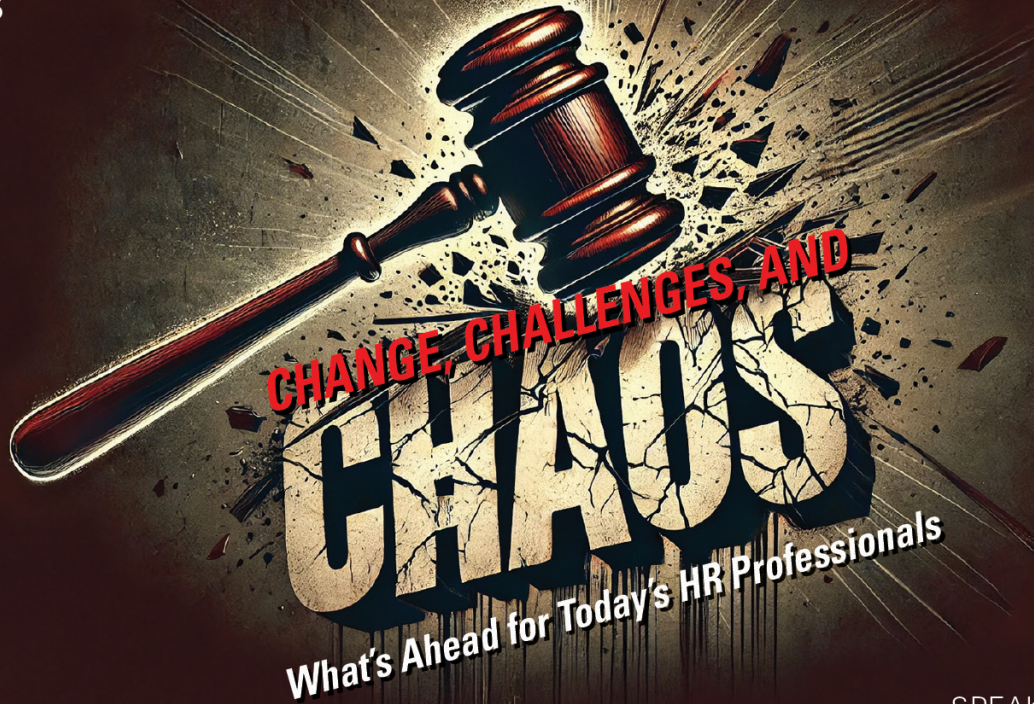
Drury Plaza Hotel, Franklin, TN



Registration link:

<https://tpma27.wildapricot.org/event-5917624>

Registration opens January 24, 2025



SPEAKERS

LEGAL CONFERENCE
TUESDAY | APRIL | 22ND
7:00 am - 1:00 pm

SHRM-MEMPHIS presents a high-impact learning opportunity with the region's top attorneys to help you in "Change, Challenges, and Chaos—What's Ahead for Today's HR Professionals".

Join us on April 22, 7:00 AM - 1:00 PM, to learn employment law best practices from our Memphis legal community.

Learning opportunities will be included, 5 credit hours have been applied for. **REGISTER TODAY** to take advantage of our Early Bird Pricing ending on April 6th!

REGISTER TODAY @ SHRM-MEMPHIS.ORG



Cindy Ettingoff
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Alan Crone
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SHRM25

SAN DIEGO

JUNE 29 – JULY 2, 2025

ARE YOU
MEETING YOUR
EMPLOYEES'
EXPECTATIONS
ON CIVILITY IN
THE WORKPLACE?

MORE THAN TWO-THIRDS OF
U.S. WORKERS EXPECT THEIR
ORGANIZATION TO MAKE AN
EFFORT TO ADDRESS CIVIL
DISCOURSE AT WORK IN 2025.*

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Discover the key skills you need to improve civility in your workplace at SHRM25. Learn how to encourage a positive culture and manage workplace conflicts while you connect with 25,000 of your peers to combat incivility.



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SECURE YOUR SPOT AT THE
CIVILITY TABLE.**
SHRM.ORG/SHRM25-HRPROSMARCH

*Source: SHRM Q4 2024 Civility Index.

