



ONE VOICE



QUARTERLY NEWS FROM THE CALIFORNIA STATE COUNCIL OF SHRM
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WHAT'S INSIDE THIS ISSUE



03

GOOD HABITS...POST
LOCKDOWN



04/05

CALIFORNIA
LEGISLATIVE UPDATE



06

HR EDUCATION
ACROSS THE STATE.



07/08/09

MENTORING...A TRUE
SUCCESS STORY



10

CONTINUOUS TALENT
MOBILITY = AGILITY



11/12

BENEFIT SPOTLIGHT
EXEC. TALENT

GET SOCIAL WITH CALSHRM:



HOW TO KEEP GOOD HABITS POST-LOCKDOWN

DAVID SWANSON - CALSHRM STATE DIRECTOR ELECT

My wife Suzanne just showed me this great article in the New York Times by Katherine Cusumano which I believe speaks directly to us as human resources professionals. For many of us the motto for 2021 may be to forget 2020. But as I mentioned in my article last month (available on the [Bay Area Human Resources Executive Council](#) website here) if our goal is to forget or strive to go back to normal we are missing a huge learning opportunity.

The author quotes Wendy Wood, a professor of psychology and business at the University of Southern California from her 2019 book, *Good Habits, Bad Habits*, that “major life changes are stressful times full of uncertainty.” But at the same time, she noted, “we are freed up to practice new behaviors without interference from established cues and our habitual responses to them. Discontinuity forces us to think. By making fresh decisions, we act in new ways – ones that may work better for us.”

Cusumano points out in her article that we, “Take note of what has worked – and what hasn’t. Make it easy. Incorporate your desired habit into your routine. Nurture the communities you’ve built. Allow yourself to adapt and be realistic.” [The full article can be found here.](#)

I have found that taking an inventory of the past year, both the good and the not so good, is a healthy reflection as I tend to minimize the impact of change over time.

For example, I recently reflected on how I was keeping current in our profession and realized that I was resting on past knowledge to try to affect the future.



In reality, while past experiences can help, I need to completely rethink how I approach work and developing fresh ideas is key to this success.

The thought of nurturing communities is particularly powerful as we can at times try to minimize change and go back to what no longer exists. In the virtual environment relationships are now more important than ever, we can’t just rely on casual opportunities to interact we must structure meaningful exchanges, or it becomes too easy to let relationships drift.

How many times have we accepted the inspiration killer, “We tried that before and it didn’t turn out well”, or “We just don’t do that here”? Initiating change in many organizations, particularly well-established ones can be challenging to the point of frustration. But it is these very organizations that must change to survive, grow, and thrive in 2021 and beyond.

The meaning of work, what “going to the office” now means, and the inclusion of those traditionally forced to the margins in the workplace, are all opportunities for a reset.

On April 14th - 16th we have an occasion to advocate with our elected officials during the 2021 California State HR Advocacy & Legislative Conference. This is an excellent opportunity to have powerful conversations with those who are shaping new laws that will affect all of us as human resources professionals. Our legislators have been open to our ideas and experiences as we are “the voice of all things work” as SHRM would say.

I encourage you to [sign up today](#) for the conference and let your voice be heard. If you have not participated in this fantastic conference consider this an opportune time to start a new habit of advocacy. I hope to see you in April!

March Madness is in Full Effect! (a.k.a., the 2021 California Legislative Session)

MICHAEL KALT - CALSHRM GOVERNMENT AFFAIRS DIRECTOR



The 2021 California Legislative Session is now in full swing, and although relatively normal by California standards (i.e., we are back in session under normal procedural rules), it is still quite active by any other state's standards. For example, we are only weeks into the session and most bills have not even had their first hearing, but California has already enacted a much broader version of its COVID-19 Supplemental Paid Sick Leave law (SB 95 [replacing the prior AB 1867]). In true California fashion, this law essentially takes effect immediately, applies retroactively to January 1, 2021, and yet remains in effect only until September 30, 2021.

Not surprisingly either, there are many significant employment bills, including a number dealing with ongoing COVID-19 issues, that the Legislature is considering. These include bills that would:

- Amend the statewide Paid Sick Leave law to increase amounts available for employee accrual, usage, and carryover (AB 995).
- Amend the Fair Employment and Housing Act (FEHA) to protect “family responsibility,” “political affiliation” and “housing status” (AB 1000, AB 1119, and SB 238).
- Preclude employers from disciplining employees or applicants for positive “THC” test results (AB 1256).
- Expand the California Family Rights Act (CFRA) to allow time off to care for parents-in-law and anyone related by blood (AB 1033 and AB 1041).
- Require employers to provide bereavement leave (AB 95).
- Create a presumption of COVID-19-related retaliation (SB 606).
- Prohibit confidentiality provisions in a settlement agreement involving any form of harassment or discrimination (SB 331) and.
- Expand from two years to six years the retention period for certain employment records (SB 807).

CalSHRM's advocacy efforts to ensure the “HR Voice” is heard are bearing fruit, as there are a record number of bills that reflect some of our policy goals and that CalSHRM is supporting this session. In fact, CalSHRM is either the sponsor of or has actively been involved in the drafting of bills that would:

March Madness cont.

- Enable employers to provide California tax-favored student loan repayment assistance to employees (AB 116).
- Enact specific telecommuting-related laws related to scheduling, postings, employee acknowledgments, and final pay issues (AB 513, AB 1028, and SB 657).
- Amend FEHA to allow a voluntary hiring preference in favor of honorably discharged veterans (SB 665).
- Amend the Private Attorneys' General Act's notice provisions to provide increased opportunity to "cure" Labor Code violations (AB 530).
- Allow individual employees to obtain so-called "alternative workweek schedules" (AB 230) and
- Harmonize the response deadlines when employees request payroll records (currently 21 days) and personnel records (AB 436).

Looking ahead, CalSHRM's annual HR Advocacy and Legislative Conference will be April 14th-16th during which our attendees will have virtual office meetings with elected representatives urging their support of AB 116 and SB 665. We hope that you will join us both for the amazing lineup of speakers and the virtual visits with the elected representatives to share your Voice.

In the interim, the CalSHRM Legislative Report is presently available online on the CalSHRM Website (www.CalSHRM.org) or at tinyurl.com/f6rpzexv.

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DON'T MISS OUT...[REGISTER TODAY](#)

The 2021 California State HR Advocacy and Legislative Conference is the premier employment law and legislative advocacy focused conference in California. Almost 550 human resource and business professionals from across the world doing business in California, attend this unique conference.

3 REASONS TO ATTEND

1. Hear from Employment Law Experts - Well known premier California Attorneys and business experts deliver up to date information on the current legislative climate, recent case law implications in employment practices.
2. Network with other HR Professionals - Learn what others are doing and be inspired to implement something similar or share thoughts and practices to reaffirm you're already on the right track!
3. Earn Certification Credits - You have worked hard to earn your professional certifications, keep your credentials up to date by earning credits towards your SHRM, HRCI, and/or MCLE recertification.



UNLOCK YOUR KEYS TO SUCCESS

CALSHRM EDUCATION UPDATE

CalSHRM is proud to be a SHRM-CP and SHRM-SCP Certification and Re-Certification provider. But were you aware that CalSHRM also provides virtual training on a variety of speciality programs such as:

- California Law
- Inclusive Workplace Culture
- HR Department of One
- People Analytics
- Talent Acquisition

Become an expert. Start your journey today with CalSHRM. [Click on this link to find out more.](#)

LOOKING FOR MEANINGFUL LOCAL EDUCATION...LOOK NO FURTHER

PERTINENT, MEANINGFUL, LOCAL HR PROGRAMMING & EDUCATION

The state of California has the distinct benefit of having one of the richest education and networking environments for HR professionals in the nation, let alone the world. Across the state we have 16 SHRM Affiliated chapters and 1 HR Community dedicated to serving the needs of our local communities and beyond. If you are looking for stimulating programming, good opportunities to meet others or recertification credits look no further. To find a chapter near you click on the Affiliate of SHRM logo below.



CALIFORNIA CHAPTER
SPOTLIGHT - SACRAMENTO
AREA HUMAN RESOURCE
ASSOCIATION (SAHRA)

/ 07

MENOTORING - A TRUE SUCCESS STORY!

**mentoring - advise or train (someone,
especially a younger colleague).*

**THOUGH COVID-19 HAS INTERFERED
WITH MUCH OF OUR LIVES ONE
LOCAL CHAPTER TURNS A
CHALLENGE INTO AN OPPORTUNITY**



Connection & Growth @ the 2021 SAHRA Mentor Program Mixer

*By Myra Makelim, SAHRA VP of Career
Management*

Despite being in a virtual setting, the excitement was almost palpable at the meeting which kicked off the Sacramento Area Human Resources Association's (SAHRA) Spring 2021 Mentor Program Mixer. On the evening of March 4, sixteen program prospects signed on after what, for most, was a long day at the office. Spurred on by dedication and commitment, participants willingly gifted two hours of their time to their personal and professional goals in the realm of Human Resources.

Upon first sight, it looked like a modern-day rendition of the Brady-Bunch intro as mentor and mentee hopefuls logged in and awaited the presentation that outlined the nuts and bolts of the program. Though the early moments of the meeting were cloaked in silence and smiles, it didn't take long for the energy and enthusiasm to bubble over. This was largely due to a virtual "speed dating" activity in which each mentor and mentee candidate interacted with one another for five minutes to ask and answer questions to ascertain their ideal match. SAHRA members received friendly and encouraging receptions from their peers as they introduced themselves and gave a brief synopsis of what they were hoping to gain from the program.

It wasn't long before the questions that were silently displayed on so many faces were voiced with the confidence of knowing they would be warmly received: Am I experienced enough to do this? Can I still participate if most of my HR experience has occurred in a classroom? I've been a mentee before...is it okay to do it again?

Connection & Growth cont.

On paper it looks like I have a ton of HR experience. Can I still be mentored? These questions, and many more were answered with a resounding YES! The purpose of the Mentor/Mentee program is for SAHRA to connect with their members, and for members to connect with one another, wherever they are in their professional or educational human resources journey.

From the vantage point of the moderator, the 2021 program is off to a very successful start, a perspective that is well corroborated by the testimony of one of the mentors:

- *It has been some time since I have volunteered at SAHRA. When my manager and SAHRA President Drew Berryessa suggested the idea of participating as a Mentor, my impulse was to immediately say "Yes!".*
- *Who doesn't like imparting their knowledge to someone and providing them support they may need to reach a goal or improve an aspect of their career? The only thing that held me back before was because I was not sure I had enough to offer, or enough time to give.*
- *Fast forward to the initial meeting when perspective Mentors and Mentees got to "speed date" and meet each other. That was a great idea!*
- *At the conclusion of that meeting, I was sure I knew who the Mentee I could offer the most support and knowledge to would be. As if by magic, I learned not long after that she would, indeed, be paired up with me.*
- *The experience has already proven both rewarding and enjoyable. You never know what you have to offer until someone asks you for help. My experiences may help her reach her goal, and that would be amazing. After a long day at work, one might think they don't have the energy for something like this. Let me tell you, the experience brings you energy; it does not deplete it.*
- *My goal will be to help her reach her goal. And when that happens, we will both be successful!*



Myra Makelim, SPHR, SHRM-SCP, is an alum of Sacramento State University. She has over 20 years of experience in both private and public sector human resources and D&I, and uses her skills to serve members of the Sacramento Area Human Resources Association (SAHRA) in her present role as the VP of Career Management.

If you are looking for mentoring or an opportunity to network with peers, look no further than your local SHRM Affiliated Chapters.

FOSTER CONTINUOUS TALENT MOBILITY TO BUILD AN AGILE WORKFORCE

BY: JEANNE SCHAD, TALENT SOLUTIONS & STRATEGY PRACTICE LEAD,
RANDSTAD RISESMART

The past year has presented countless challenges for organizations and individuals alike. If there's one lesson HR practitioners can learn as the economy recovers from the pandemic, it's that preparing for change is key to long-term success. For employees to prosper and businesses to drive workforce agility, we must actively foster continuous internal talent mobility and take a new view of the employee journey.

What is talent mobility?

Talent mobility refers to the fluid movement of people within and out of an organization such that their career passions and skills align with business needs. Data from IBM Smarter Workforce Institute found that 80% of HR leaders believe increased talent mobility leads to benefits including lower recruitment costs, faster time to productivity, higher retention, improved career satisfaction and better culture fit.

Not only does talent mobility help organizations adapt their workforces to meet business demands but it also enables individuals to be continuously employable as the world of work evolves.



Taking a strategic, flexible approach to learning

In early 2020, [World Economic Forum](#) estimated that by 2022, approximately 133 million new jobs will be created and 42% of core skills needed to perform existing jobs will change. The pandemic only increased the urgency for organizations and employees to take a continuous approach to learning and skilling. Rather than approaching learning as something that only occurs through a formal course or in a classroom, agile organizations support continual on-the-job learning through projects and stretch assignments.

It isn't enough to provide a list of open internal opportunities, online courses and other resources for employees to consider. Rather, strategic skilling requires guidance and a learning plan for employees to align their interests and capabilities with business needs.

An effective skill-building strategy combines technology such as access to online courses and job market data with personal guidance from a career coach, a career concierge and a certified learning advisor. Working with a career concierge and learning advisor enables employees to follow a tailored learning plan to meet their goals and close skills gaps – which is beneficial to both your success as a business and individuals' long-term employability.

Keeping pace with the ever-evolving world of work requires rethinking the employee journey and supporting ongoing internal talent mobility. To learn more, watch our on-demand webinar for this webcast, [6 new approaches to foster an agile workforce in 2021.](#)

JUGGERNAUT BREWING IN THE DISTANCE

BY: JOSEPH E. HENEHAN, PRESIDENT AND CHIEF EXECUTIVE OFFICER
THE HENEHAN COMPANY



A juggernaut sits quietly in the distance bulging with millions of Baby Boomers reaching retirement age by 2030. Are they ready? Is their benefits package sufficient?

What can you do as a human resources executive to retain talent and help your executives close gaps in coverage? We'll, focus on long-term care insurance.

Of course, all employees need long-term care, but that would be cost-prohibitive to employers. Already, costly gaps exist. If not closed, these gaps will force the executives who lead our corporations to siphon off personal assets. Gaps represent a type of reverse discrimination, especially in long-term care. And here's how.

As you know, executive long-term care insurance (LTCi) is a type of business insurance coverage used by employers to reward and retain specific executives. Under this plan, the employer buys an LTCi policy for each member of the executive group.

More than 27,000,000 people will need long-term care insurance by 2050, many of whom are corporate executives. And there's a 43 percent probability that today's C-suite executives, directors, or managers will use LTCi with 100 percent dollars. Research indicates they will need two or more years of coverage for nursing home care alone.

Unintended Consequences

The oldest Gen Xers, now reaching 60, begin to retire in 2026, right when the youngest baby boomers start to retire. The cost for a monthly skilled nursing home in 2019 (with 5% inflation included) equals \$5,651 versus a staggering monthly cost in 2041 of \$16,532 per month.

Juggernaut cont.

Someone must offset this massive gap with personal assets or a comprehensive LTCi plan placed on them, ideally at a younger age.

The chance of running out of money for many executives is accurate. If it happens, the loss can severely burden the executive's spouse and children's quality of life.

Lack of Access

Only one-half percent of all employers offer LTCi plans. That's only 25,000 employers out of 30 million in the United States. Understandably, HR executives are concerned over the cost of adding another cost-benefit to the corporate package. And how do you not discriminate then against the general workforce? But here's the upside: In reality, the most logical way to lower rates and strengthen innovation is to expand the pool of policyholders. In doing so, rates stabilize, and access opens wider.

A weighty market force pushes down on the cost structure of the LTC sector. Once 50+ insurance carriers provided LTC coverage. Today the pool has shrunk to a slight ten carriers. To change this structure and bring rates down, we need to answer market demand by carving out a larger insured pool.

Executive Carve-Out Policies

Considering the HIPAA non-discrimination rule, employers can classify a select group of beneficiaries (carve-out a set number of executives) and base the selection on their employer criteria. Job title, income, years of service, and older age all represent acceptable criteria for an executive carve-out plan.

While the employer pays the individual premium, a C-Corp employer can take a 100 percent tax deduction on the paid premiums. Business Owners, S-Corps, LLCs, Partnerships will be limited on tax deductions based on the insured's age.

Equally important, the executive does not incur imputed income, so the benefit is tax-free. Best of all, the executive owns the policy and, because it is portable, can take it with them to another corporate position. It's crucial to note that medical underwriting for LTC policies is strict.

Consider this approach: 200 percent LTC premium for your executive team; a portion of the premiums for top managers; then, add in supplementary support for the rest of your staff.

I'll close with this declaration. LTC insurance is the missing chapter in one's estate planning. Please do not make the mistake of overlooking the critical element in your employer's executive benefits plan. It is a step toward answering the recruit-reward-retain challenge for top talent.

If you'd like to learn more about incorporating LTC into your executive benefits package, please contact us or email me directly at joeh@henehan.com

To protecting your well-being at work and in life,

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