



IDEAS AND INFORMATION FOR HUMAN RESOURCES PROFESSIONALS

GENERAL HR

Why Work? For More than the Money

Discovering the individualized reasons people work is key to helping employers understand what will motivate employees.

According to the article "What People Want from Work: Motivation" on the website The Balance, successful companies need to start with money. Paying employees fair compensation, or ideally more than fair, brings the talent in and reduces the risk of losing great employees. Money helps employees check off responsibilities ranging from taking care of the most basic necessities to enjoying hobbies to long-term planning for retirement.

Turns out, it takes more than money, though.

While many managers assumed money is the biggest factor, it is only one part of an ecosystem of motivation. Knowing that there are other reasons that get people up and out of bed to head to work can help employers better meet employee needs.

What were some of those factors?

Personal time and attention from a manager, the opportunity to feel known and praised for good work, was the top motivator for workers. Being valued, it turns out, can be as valuable as monetary compensation.

What's more, people want to see that the opposite is also true. Lack of consequences and failure to discipline for not performing is cited as a main demotivator, along with paying those less successful workers the same wage.

Beyond fair pay and managerial recognition, what other factors did workers mention? More control over work, including feeling like they have a say in decision making and goal setting, was one element. Likewise, a feeling of control over schedules and work environments also mattered. Flexibility is a major motivator for many employees.

Another motivator surrounded opportunity. Both growth opportunities within a role and opportunities for advancement in an institution ranked highly for employees. Access to education and training as well as understanding succession planning and what was needed to be promoted (and that promotions were possible) impact morale and retention.

The big takeaway? While motivation is different for every employee, it is potentially easier than you think to understand what will motivate your employees. Ask them. Many easy, low-cost options abound which, if done well, free up time and money from other efforts that may not yield the assumed results. Pay attention, and you'll find yourself working with motivated, engaged people.

[Read the full article here.](#)

TECHNOLOGY

Is the Robot Revolution Coming for HR? Not Yet.

If you were around HR in the late '80s and early '90s, you likely remember the excitement, confusion, and disagreements not just about what a client/server was but how it would help the industry

Today's wave of technology-inspired HR chatter surrounds AI, or artificial intelligence. "Decoding AI for HR," an article in Human Resource Executive, reminds readers to be cautiously optimistic about the coming wave of vendors touting artificial intelligence options and opportunities for human resources

Available already are tools and platforms to support talent acquisition. With an AI assistant, companies can start the candidate out via a standard chat format, screening at the top of the recruitment funnel with questions that are more straightforward. Deeper screening and sharing information about company culture and job details based on questions with standard answers, both of which lean on natural language processing based on typed answers, is also possible—instantly in many languages with fast translation.

Finding and taking data from one system, liked LinkedIn, and bringing it into the internal employment or recruitment system is another task AI is already up to. Plus, it can fast track candidates that have previous experience or skills that are considered desirable.

What's more, once recruits have been filtered, these AI systems can schedule a time to chat (with a real person this time) as well as send reminders about appointments.

While the potential is there, improvements will need to be made for AI to live up to all that HR needs. Perfected voice-to-text isn't there yet, and even if it were, it'll be a while longer before natural language processing—the ability of software to understand what text means and how to respond—catches up.

While we're still in that education phase, there are already products from vendors eager to bring more AI to HR. Knowing what's possible, what's wanted, and what's coming down the pike will help everyone—including the chatbot—do their best to prepare for the coming changes.

[Read the full article here.](#)

WELLNESS ENGAGEMENT

Your Workplace May Want to Get Moving

Rearranging workspaces may cause grumbling around the water cooler. The return on employee time and company money invested in reorganizing has long been difficult to prove. But, when Steve Jobs famously centralized bathrooms at Pixar for serendipitous interactions meant to spur innovation, it turns out he really was on to something.

In "Why You Should Rotate Office Seating Assignments," from the Harvard Business Review, space constraints at one large company made for a natural experiment. While the company owners wanted everyone together, the design of the building required a large open area with nine teams and a smaller open area with three. Identical in every way and with no choice of small or large options given to employees, researchers were curious if the team mix made a difference.

There was a difference, and a significant one at that. The larger team area had not only a 25% bump in new deals from new suppliers, but the individual efforts of employees sitting near new colleagues was 40% higher. The employees had shifted from exploiting offers that had worked in the past to exploring new ideas. It wasn't just that the quantity of their work increased, the quality did too.

Why? The researchers dug deeper and found the bumps only happened for employees already considered to be high performing. A base level of expertise and specialization mixed with new people made the skilled workers more creative. Overheard and informal conversations did just what Steve Jobs imagined—created unplanned opportunities for innovation.

What's more, the reorganization had a greater impact on performance than a change in pay structure. And it happened within a month, with continued increases for 80 days post move.

Mixing things up and moving employees in an effort to spark connection and creativity can work. While there will inevitably be a plateau as the newness factor diminishes, and more research is needed, reconfiguration is a next step in office concepts designed to inspire.

Open concept to spark innovation is relatively well known, but changing up employee seating arrangements is a less explored option. Open areas and reorganization can impact productivity and satisfaction, so employers should be clear on the goals of the shuffle. If big ideas and knowledge sharing are the end goals, it might be worth a try.

[Read the full article here.](#)

WELLNESS

Why Wellness Matters for Everyone

Employers are embarking on wellness programs for many reasons. Healthy employees don't miss work, and they also cost a company less in a time of skyrocketing health care costs. These corporate wellness programs are big business, a multi-billion dollar (and growing) industry. It's not just the U.S. exploring these programs; the global impact is in the tens of billions of dollars.

HR ELEMENTS

Entrepreneur's recent article "Do Wellness Programs Make Employees More Productive? The Obvious Answer Is Yes" points to an overall change in how we think about health. More than just fitness, overall wellness is the end goal. Without wellness, this translates to losses from illness and injury to chronic diseases.

A shifting workforce demographic, as boomers retire and millennials take their place as the largest fully-employed generation, also means a change in what employees considered a perk versus a standard benefit. Wellness initiatives are now found in more than 90% of organizations. With work/life balance a growing consideration, these initiatives help improve health on the clock.

These wellness programs focus on five main elements.

- Improving healthy behaviors to prevent chronic illness, responsible for 7 out of 10 deaths in the U.S.
- Reducing elevated health risks. With positive changes in health behavior comes a decrease in health risks for employees.
- Reducing costs. Initiatives focused on wellness can see a \$7 healthcare savings for each dollar invested.
- Increasing productivity. Employees report productivity being negatively impacted by everything from lack of sleep to mental health concerns to stress, all of which wellness programs may address.
- Decreasing absenteeism. Wellness initiatives were seen to have significant positive impacts on absenteeism.
- Investing in all-around employee wellness means healthier, happier, and more productive employees. Everyone benefits.

This is as true for the floor employee as the executive. Often postponing preventative care due to busy schedules, executives need to both support and participate in wellness. From heading to the doctor to taking earned vacation days, executives and employees would do well to embrace wellness.

[Read the full article here.](#)

EMPLOYER WEBINAR

What Employers Need to Know about Account-Based Plans: Health FSAs, HSAs, HRAs, and QSE HRAs

Tuesday, April 10, 2018

2:00 p.m. Eastern time / 11:00 a.m. Pacific time

This webinar will provide an overview of account-based plans, including health flexible spending arrangements (FSAs), health savings accounts (HSAs), health reimbursement arrangements (HRAs), and Qualified Small Employer Health Reimbursement Arrangements (QSE HRAs). This webinar will focus on the administration of these types of accounts.

HR ELEMENTS

This webinar will:

- Provide an overview of account-based plans.
- Describe how to administer account-based plans, including determining eligibility and making plan changes.
- Discuss employer considerations when an account-based plan (such as a health FSA) is a calendar year plan and the health plan is a non-calendar year plan.
- Describe the plan documents that would apply to each type of account-based plan.
- Discuss cafeteria plan permitted election change events.
- Identify which account-based plans are subject to COBRA and how COBRA is applied to these account-based plans.
- Discuss best practices when administering account-based plans.
- This 60-minute intermediate level webinar will help employers understand how to administer account-based plans.

Registration

[Register here for the webinar](#). The presentation will be posted on the [UBA website](#) the day before the webinar.

Presenter

[Lorie Maring](#) is Of Counsel in the Atlanta, Georgia, office of Fisher Phillips. She focuses her practice on helping employers navigate Employee Retirement Income Security Act (ERISA) and other state and federal laws impacting the design, implementation and ongoing compliance of their employee benefit plans and programs.

She regularly advises clients on the Affordable Care Act, health and welfare benefits, qualified plans, executive compensation, Multiple Employer Welfare Arrangements (MEWAs) and multiemployer plan issues.

Lorie also represents employers in managing Internal Revenue Service and Department of Labor (DOL) audits, Health Insurance Portability and Accountability Act (HIPAA) compliance and fiduciary obligations. She serves clients in the public and private sector, including non-profit organizations and trade associations.

Certification

This webinar event has been submitted to the [Human Resource Certification Institute](#) and the [Society for Human Resource Management](#) to qualify for one recertification credit hour.