



# optimal knowledge

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## The Resilience Issue

*A Newsletter for the Human Resource Community*

**Optimum**  
HUMAN RESOURCE SYSTEMS

## At The Crossroads: The Keys to Organizational Resiliency

*By Anita Ryan*

*American businesses, large and small truly are at a crossroads. Those organizations resilient enough to have survived the longest economic downturn since the Great Depression are now faced with dual dilemmas that could challenge their continuing success. On the one hand the uncertain global financial situation requires businesses of all types to maintain vigilance related to cash reserves, workforce expansions and internal project investment. On the other hand in certain sectors there has been an easing of recession pressures. An increase in sales has been accompanied by a si-*

*multaneous rise in external customer demands and an internal strain on human resources that are already at a breaking point.*

*The layoffs and hiring freezes that were required at the height of the recession placed an ongoing burden on remaining employees. Increased hours and productivity demands could be sustained for a certain period of time. However, now that 3 years have passed, top employees (and they are the top employees because lower performing workers were cut at the beginning of the downturn process) who have not been sufficiently supported are beginning to respond to the*

### Editorial Note

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The Editorial Board would like to take the opportunity to thank you all for your continued support, enthusiastic participation and valuable contributions.

For comments, suggestions and contributions, please contact [Info@optimumhrsystems.com](mailto:Info@optimumhrsystems.com)

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## At The Crossroads: The Keys to Organizational Resiliency *(continued)*

By Anita Ryan

*of recruiters from competing businesses. Suddenly these hard working top notch people are saying “enough” and considering other options. Although businesses want to maintain the fast reacting strategies that have enhanced their survival capabilities, now is the time to pull some mid and long term strategy tools out of their organizational toolboxes. The loss of underappreciated highly skilled key employees is as big a danger to continued corporate resiliency as are poorly constructed or executed sales and marketing plans. So what are these tools?*

The first is the incorporation of “a sustainable workforce” into the institutional value proposition. Just as the ideas of waste elimination, lean processes and preventative maintenance have been woven into the fabric of work life, so too must “worker support”, “employee optimization” and “resiliency” be ingrained from the top of the organization to the bottom. And this is not impossible! What it takes is value determination, continuing message communication and consistent modeling of the values throughout the organization. I have had two extremely successful clients in recent years who have embraced this type of value based operation. The first, a Minneapolis manufacturer, has listed out these values and now initiates all formal management meetings with a reminder of these values. Then throughout the year management formally and informally reviews internal corporate behavior against the values. Interestingly, this manufacturer had a slight slowing at the beginning of the recession,

but as the downturn progressed they became more and more profitable.

Another client has actually embedded their human resources value into their mission statement. According to the statement, all exchanges between employees and company stakeholders should result in growth and appreciation by both parties. This means employees, vendors, customers, government representatives and the community at large are respected and supported within all interactions. The result: a profitable business with low employee turnover.

Of course, the care and support of human resources is more involved than a mere statement of values and a focus on those values at management meetings. It additionally requires incorporation of human sustainability and resiliency considerations into strategic planning and eventually into the tactics employed in all organizational departments. The idea is to align all resources (including human) behind sales, marketing and profitability plans of the company.

*So what could this look like?  
Here are just a few possibilities.*

- **Benefits** – Since your competitors are now seeking out your highly skilled employees and offering them more money and benefits, why not do a review of current benefits. What are your key employees really worth to you? What will it cost you to replace and retrain new employees. Don't be complacent. Just because an employee has been with you for 10 years does not mean they will stay with you if they feel under appreciated.

- **Insurance** – Employees are becoming more and more aware of the costs of health insurance and the complexity required in getting and using health services. A company that provides insurance benefits that are tailored to individual employee needs will go a long way to gaining appreciation from those employees. A high

quality insurance broker is worth his weight in gold. He will be able provide plans that work for the company cost wise, and work for the employee according to specific health needs. He or she will also be able to support the communication process needed to explain plans and health choices. And he will be able to run interference for employees when claims become complicated. Employees who are working long hours do not need the additional frustration of dealing with complicated forms and processes.

- **Recognition/Appreciation/Communication** – While formal reward programs, plaques and appreciation dinners all have a place, it is the day to day treatment of employees that allow them to be resilient. So by all means retain these activities if they seem to be appreciated, but open the corporate educational horizons by upping the amount of “human interaction” training that is being offered to employees and managers. Employees that stay with organizations feel that they are respected. The highest form of respect is to listen for understanding. It is a learned skill and all too few leaders have mastered it.

- **Safety** – Because of the sometimes adversarial relations between businesses and regulatory compliance agencies like OSHA, EPA, FDA, etc. the importance of safety beyond regulations is often overlooked. For the sake of the company regulations need to be followed. For the sake of protecting and sustaining employee health and trust, safety beyond the regulations needs to be supported. Employees who feel protected and truly are safe will be loyal. Employees who feel that they endanger their health by working for a business will take the first opportunity leave. The cost to the employer will be minimally one third of the employee's

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## At The Crossroads: The Keys to Organizational Resiliency *(continued)*

By Anita Ryan

annual salary in training costs and one third of the salary in recruiting costs.

● **Process and Systems Improvement** – If an increase in sales and profitability are part of a strategic plan, then process and systems improvement tactics can help accomplish these goals and simultaneously improve employee resiliency. Inevitably inefficient processes and systems require increased time and employee wear and tear. All of this costs the company money and reduces employee satisfaction. While systems improvement initiatives are sometimes feared by employees because of the possibility of job loss, the more likely outcome of increased efficiency is decreased stress for employees and increased production capacity.

While some employers become concerned that focus on employee support and resiliency will result in a lack of work discipline, productivity and profitability, the opposite is actually true. Good employees, who are treated with honesty and trust and are supported in their efforts to perform well, inevitably become the backbone of resilient corporations that are able to weather economic downturns and any other changes of business fortune.

### About the author:

*Ms. Ryan has more than 19 years of management and training experience, including as a human resource and training director, safety and environmental manager and total quality administrator. She specializes in owner, manager, supervisor and team development within corporate environments.*

## Have You Designed Scalability Into Your Business?

By Dick Lee

If you haven't designed scalability into your business, thanks to a slow recovery you may still have time. But waiting until the recovery picks up momentum before trying to create a more flexible, expandable infrastructure could produce horrible consequences.

Lots of companies lose lots of customers and lots of money trying to grow on top of outdated (but still ubiquitous) functionally-defined infrastructures too rigid to scale well – as opposed to more flexible and scalable cross-functional infrastructures that get all aspects of the company on the same page for the same reason – working together to create more customer value in ways that create more company value.

The traditional scaling up approach - growing output to meet growing demand by increasing capacity of each function as needed (usually after the fact) - gets chaotic and inefficient in a hurry. It also loses sight of the customer, who suffers through (or doesn't) disjointed growth resulting from poorly coordinated change. The newer approach - growing output by streamlining the flow of work without regard for functional boundaries - always with an eye to improving customer experience - achieves growth objectives with much less waste in much less time while continuing to preserve and enhance customer focus.

Of course, the cross-functional, customer-centric approach to growth does require a bit of culture change. Quite a lot, actually. Which contributes to many organizations' reluctance to take the newer approach. Today, most companies continue trying to grow the old way, just throwing more people and equipment into the mix without first making the most of what they have. And that's where "horrible consequences" enter the picture.

These companies add people and



production tools to increase output - and then rely on process approaches including Lean, Lean Sigma and Six Sigma to wring out resulting waste. But they don't get rid of embedded waste first - and only after these companies "get it right" internally do customers appear prominently on their radar screen, by which time it's often too late. They can't fully reconcile the internal changes made with

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## Have You Designed Scalability Into Your Business? *(continued)*

*By Dick Lee*

improving customer experience. So more customers march out the door to join those already departed at the first sign of poorly coordinated, customer unfriendly operations. Customers will no longer cut companies the slack to grow internally without maintaining full customer focus.

And there's another "horrible consequence" companies trying to scale the old way suffer. They miss out on the internal benefits of growing their organizations while putting customers first, not last. And no, you didn't misread that.

Customer-focused organizations become more efficient and effective internally through designing work cross-functionally. They excise both excess supervisory functions and needless bureaucracy that aren't adding value to customers. Reductions in FTEs required for front and back office often exceed 20%, which in today's improving business environment creates opportunities for "no hire" and "slow hire" growth. Now that's scalability!

### About the author:

*HYM founder and principal Dick Lee is among the leaders of the global, "outside-in" process movement that puts customers/employees at the heart of process redesign. Dick designed the first, formal, outside-in process method, Visual Workflow.*

*In addition to consulting, Dick Lee has also shared his experiences in several books and numerous journal articles. He also presents numerous workshops. He taught for ten years in the Graduate School of Business, University of St. Thomas.*

And here's yet another internal benefit of cross-functional, customer-centric work design. Companies taking this approach to growth have the opportunity to leverage ever-improving technology tools for integrating workflow, data flow and communication flow across often disconnected functions and activities. When we map "as-is" flows, redesign them to maximize customer value, and then map the redesigned flows – the "as-is" map book is often half-again as large as the "to-be." Nice that it saves trees, but more importantly for purposes here is how much easier it is to grow a company that does only the work it needs to do to deliver what customers want.

## Simple solutions with big consequences

*By Dick Warren*

Employee handbooks are simple documents, establishing ground rules in the relationship between employees and employers, and as such, they should guide decisions regarding hiring, workforce reduction, training and modifying compensation. Employee handbooks are not difficult to create, they often are a simple solution to big problems that can arise from incorrect or inconsistent human resource decisions. Recently, three articles in the HR press have shown that bypassing the provisions of the employee handbook can lead to unnecessary aggravation and costs for employers.

The first article is about the increased, record setting charges filed with the EEOC: almost 100,000 new charges in 2011 and more than \$364 million in back pay and penalties due to discrimination on the workplace. That, combined with the \$170 monetary benefits that the EEOC private-sector national mediation program collected for plaintiffs, puts the total above a

half billion dollars paid by employers to resolve discrimination charges. [<http://www.shrm.org/hrdisciplines/employeerelations/articles/Pages/ChargesFiledwithEEOCHitRecord.aspx>]

The second article is about the new legislation on age discrimination. On November 16th, a final regulation was approved which establishes that "an employment practice that adversely impacts older workers is discriminatory unless the practice is justified by a "reasonable factor other than age" (RFOA). This rule compliments the ADEA (Age Discrimination in Employment Act from 1967 and gives more precise interpretation on RFOA, as well as emphasis on the factors that can determine whether or not an age

discrimination case may be pursued. [<http://www.shrm.org/Publications/HRNews/Pages/BoostBiasClaims.aspx>]

The third article explains that women still earn less than men, accordingly to the U.S. Office of Accountability. The reports states: "Women in general have surpassed men in obtaining education over the last three decades, but on average, women with a high school degree or less earned lower hourly wages than men with the same level of education. Even when less-educated women and men were in the same broad industry or occupation category, these women's average hourly wage was lower than men's. GAO estimated that in 2010, less-educated women earned 86 cents--compared with 81 cents in 2000--for every dollar men earned, after adjusting for available factors that may affect pay."

Age discrimination cases, resolved

*Continues on the next page*

## Simple solutions with big consequences (continued)

By Dick Warren

by the EEOC in 2010 were 63% more frequent than 10 years ago (24,800 vs. 15,155 respectively), representing almost 25% of all claims filed and resulting in \$93 million of monetary benefits paid. Gender discrimination was slightly more expensive than age discrimination - \$129.3 million, and 30,914 resolutions in 2010.

A well written, well communicated, current employee handbook is the most fundamental tool in an effective employee relations program. It can save you huge amounts of unnecessary aggravation and dramatically reduce the risk of legal and regulatory problems.

For more information on this topic, please contact Katie Birthler at [Katie@ktbresources.com](mailto:Katie@ktbresources.com)].

### About the author:

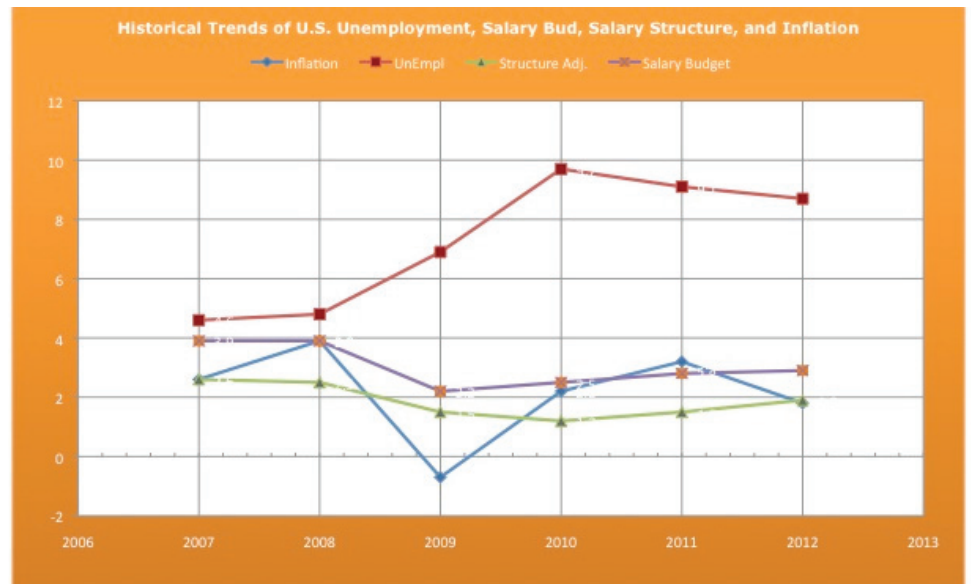
Dick Warren's experience spans more than twenty 25 years of human resource management and consulting with organizations ranging from start-ups to the Fortune 200, from California to Puerto Rico. This broad exposure has given him an in-depth understanding of the subtleties associated with implementing and maintaining positive changes that have credibility with employees, effectively address organizational needs, reduce the risk of litigation and avoid regulatory compliance problems.

## 2011 State of the Compensation Market Report

By Saado Y. Abboud, Ph.D

### The National Economic Environment

- Executives are less positive about the economic conditions now than they were in March of 2011. Only 37% expect rate of employment to decline by the end of 2011.
- Though hiring expectations remain tepid, 40% of executives expect workforce size to increase in their companies in the next six months.
- Economic expansion as measured by the real Gross Domestic Product (GDP) is projected to be 2.2% in 2011, signaling a steady but slow economic recovery. The rate is expected to remain the same in 2012.
- The national unemployment rate was 9.1% in late summer of 2011 and is projected to decline slightly to 8.7% in 2012.
- The Consumer Price Index (CPI), a measure of inflation, was up 3.9% as of September 2011 driven mostly by food and energy prices. The figure is projected to slow down to 2.2% in 2012.
- Executives in the U.S. say that low consumer demands, high commodity prices, and increased government regulations are top barriers for economic growth.
- Given this environment of low economic expansion, it not likely to see significant new hiring or noticeable increase pressure on wages.



Bureau of Economic Analysis and WorldatWork

### Salary Structure and Budget increases for 2012

- The average national salary structure adjustment is projected to be around 1.9% for all employee groups up from 1.5% in 2011. Nineteen (19%) of employers are not planning to adjust their salary structures in 2012.
- Total salary budget is projected to increase by 2.9% in 2012 for all industries in the U.S.
- The median planned merit budget is 2.8% in 2012.

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## 2011 State of the Compensation Market Report(continued)

By Saado Y. Abboud, Ph.D

- Other average increases trends:

| Industry              | 2010 Actual | 2011 Actual | 2012 (projected) |
|-----------------------|-------------|-------------|------------------|
| Public Administration | 1.3%        | 1.3%        | 1.3%             |
| Construction          | 2.0%        | 2.5%        | 2.5%             |
| Manufacturing         | 2.6%        | 3.0%        | 3.1%             |
| Non-profit (national) | 2.7%        | 2.8%        | 3.0%             |
| Healthcare            | 2.4%        | 2.7%        | 2.7%             |
| Minnesota             | 2.5%        | 2.7%        | 2.9%             |
| Small Co. (30-100 mm) | 2.5%        | 2.7%        | 3.0%             |

- About 6.0% of employees are expected to receive promotions accompanied by a 7.5% of base salary promotional increases.

- Organizations who budget for promotion increases separately from their merit budget are setting aside 1% of their base salaries for promotions.

### About the authors:

**Saado Y. Abboud, Ph.D**

*Saado has over 20 years of experience in compensation program design and management. Saado assists his clients in all phases of compensation program design, strategy, and implementation. He also assists his clients with reward programs training and communication.*

*Saado holds a Master's and Doctorate degree from the University of Minnesota in quantitative analysis. He also received his MBA degree in corporate finance from the University of St. Thomas in Minneapolis, Minnesota. Saado is a Certified Compensation Professional (CCP) and a member of Total Rewards Association (WorldatWork), and National Association of Stock Plan Professional (NASPP). He is also the President of the Twin Cities Compensation Network (TCCN). Saado also serves on the Network Advisory Board for WorldatWork representing the Southwest Region of the United States.*

### Continuing Emphasis on Performance-Based Pay

- More than two-third of employers in the U.S. are working on ways to increase differentiation in pay based on performance (Mercer).
- The driving force for increasing differentiation in pay is retaining and engaging the top talent in these organizations.
- Salary increases for top performers (8% of total employees) averaged 4.4% in 2011 compared to 2.8% for solid performers (54% of employees).
- The average percent of variable pay is expected to remain unchanged from 2011 to 2012:
  - 5.0-6.0% of base pay for nonexempt level employees
  - 12.7% for exempt level employees, and
  - 37.0-39% for executives
- About 6.0% of employees are expected to receive promotions accompanied by a 7.5% of base salary promotional increases.
- Organizations who budget for promotion increases separately from their merit budget are setting aside 1% of their base salaries for promotions.

### Final Conclusions

- The current economic expansion as measured by Gross Domestic Products (GDP) growth remains slow and is contributing little to unemployment rate decline.
- Employers are projecting a small uptick in total salary budget to 2.9% in 2012.
- To retain and engage their top talent, more organizations are focusing on increasing differentiation of pay based on performance.
- While salary increase budgets are inching up, a great deal of that may have to do with fewer organizations freezing their budgets as they did during the recession.
  - For the first time since 1980, U.S. inflation rate in 2011 was higher than total salary increases (3.6% vs. 2.8%)! See chart on previous page.
  - Variable pay continues to be used as a vehicle for employers to share their success with employees, reduce business risk, and differentiate pay based on performance.
  - The total salary increase budget for 2012 is projected at 2.9% and salary structures are projected to move up by 1.9%.

## Proactive Recruiting: The Dilemma of Hiring in a Down Economy

By Tom Felling & Anita Ryan

For three years Human Resource professionals have been faced with the unpleasant tasks that accompany a lengthy business downturn. They have been firing and laying off employees, reducing wages while asking remaining employees to work harder and fending off the inevitable lawsuits that occur when former employees feel they have no where else to turn.

And now their jobs are about to get more difficult. With a slight easing of the economy, business leaders are finding that their sales are increasing, but the increase has been erratic. Some companies and industries have been seeing slow but steady jumps in business, but just as many others have seen their sales first jump and then fade and then jump again in a quite unpredictable fashion. With these patterns organizational leaders are approaching their HR needs on a Just in Time (JIT) basis.

For Human Resource managers this means finding key personnel with specific technical skills; personalities that will adjust to the demands of high efficiency teams; and adaptability traits that will allow them to quickly integrate into an entirely new work culture. Unfortunately, HR staff is being asked to do this in absolutely minimal amounts of time.

There are, however, a number of strategies that can be used by Human Resource professionals to stay ahead of the game.

- Ideally HR departments will already have a strategic plan in place that delineates key positions and succession plans in case of employee loss through retirement, job shifting or unexpected emergencies (e.g. illness or death). If this is not in place, rudimentary surveys of department heads can be done to determine where the company has the greatest exposure related to employee and skill loss. Once this is done HR professionals can move on to the other strategies.



- Often Human resource departments are separated or isolated from the other professionals in their organizations. One way that HR employees can prepare for the inevitably short lead times they are given for recruiting, is to reverse this trend. Both sales and production staff readily engage with the very sources HR needs to contact - people in the field who are looking to change jobs. Internal recruiters need only to network within their own company and provide their internal peers in Sales, Purchasing and Marketing with a list of job titles and skill sets they are interested in. At trade association meetings, on sales calls and at vendor meetings a company's internal staff can make discrete inquiries. These inquiries can

turn into leads or even direct contacts. These contacts can then be nurtured by Human Resources until there is a need or request for hiring.

- External networking can be an immense help in preparing for short notice requests for hiring key positions. When a regular pipeline is kept flowing between businesses and educational institutions it is much easier to create and maintain access to the best students who are entering the workforce or are retooling to enhance their current skill sets. Phone conversations and in person coffees or luncheons can enhance the relationships, but even better is the possibility

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of joint projects that expose students and teachers to a specific work environment and allow the company to see the students in action.

hire come with too short a lead time to rely on longer term planning and networking. In that case it is important to have networked ahead of time with qualified recruiters and headhunters.

positions and skill sets that you are interested in now and in the future. A good recruiter will want to stay in contact and keep updated with your changing needs. Then if you get a hire request that is of too short lead time to handle yourself the recruiter can give you a jump up in your efforts.

These days Human Resource professionals are walking a fine line between hiring and layoff duties. However, a strong networking and collaboration strategy can make "Just in Time" hiring requests much easier to accommodate.



Career Development Vice President Andy Chan WFU.EDU & Students

Another external networking possibility is the local government workforce center.

Many of the unemployed who pass through the center have low skill levels. However, counselors are often more than willing to look at skill sets provided by HR professionals and do one of two things. Minimally, they will keep their eyes open for persons coming in with those skill sets. But frequently they can arrange for training grants that could bring potential employees up to your corporate standard.

Unfortunately, some requests for

Ideally this type of contact is an HR professional's first line of networking. Recruiters come in all shapes and sizes and unfortunately with all levels of skills and practices. Before engaging it is important to do your own due diligence. What are their success rates in your industry and in other industries? Do they take a shot gun approach, sending on too many resumes without investigating the candidates thoroughly? How long do they guarantee that candidates will stay with you?

If through your efforts you find a really good recruiter, then you will have the opportunity to share those key

### About the author:

*Tom Felling has over 30 years of business experience with 19 years in the executive search industry. He is also nationally regarded as one of the most dedicated and insightful "search" professionals in the business. Founded in 1987, Felling & Associates has gained a solid reputation in industry through specialized searches and finding the most talented executives.*

*Felling specializes in finding "hard to find" individuals with specialized backgrounds in technical manufacturing, engineering, banking and various service industries.*

*Prior to starting Felling & Associates, Tom founded a number of entrepreneur ventures in both the chemical and manufacturing industries.*

## Violence In The Workplace

By Vija Kelly

Violence in the workplace is increasing. More than 3,000 people died from workplace homicides between 2006 and 2010, according to the Bureau of Labor Statistics. In the last 15 years, deaths resulting from workplace violence have ranked among the top four causes of occupational fatalities in American workplaces. According to the National Institute of Occupational Safety and Health (NIOSH) each week an average of 18,000 workers are assaulted while at work or on duty. Nonfatal assaults result in millions of lost workdays and cost workers millions of dollars in lost wages.

### *Is Workplace Violence An Osha Issue?*

OSHA has not written or proposed any rules that aim to control workplace violence. Attempts to address the issue of violence have come in the form of directives and interpretations.

In September of 2011 OSHA released a directive that offers procedures for agency staff responding to workplace violence cases. It also provided guidance for inspecting workplaces in retail, health care and other high-public contact businesses.

OSHA's previous statements on workplace violence had come in response to a letter of inquiry. Here was their reply:

*Although currently there are no specific Federal OSHA standards to address these problems, the Federal Occupational Safety and Health Act (OSH Act) in Section 5(a)(1), provides that 'each employer shall furnish to each of his employees employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm to his employees'. In a workplace where the risk of violence and serious personal injury are significant enough to be 'recognized hazards', the general duty clause would require the employer to take feasible steps to minimize those risks. Failure of an employer to implement feasible means of abatement of these hazards could result in the finding of an OSH Act violation.*

*On the other hand, the occurrence of acts of violence which are not 'recognized' as characteristic of employment and represent random antisocial acts which may occur anywhere would not subject the employer to a citation for a violation of the OSH Act."*

The last paragraph clearly explains while OSHA's latest directive addressed primarily late-night retail, health care and social service businesses where the risk of violence is a recognizable hazard. Most other workplace violence is an outgrowth of workers' private lives and, thus, not predictable by the employer. Nor can it be eliminated by regulation.

### *There Are Two Avenues By Which Violence May Intrude?*

The least common, but often mostly deadly, are incursions from the outside. These are the events that make the news—a former employee returns with a gun and begins shooting. Incursions are the easier forms of violence to control. Employee entrances can be locked at all times and locks can only be operated from the outside by key codes or similar devices. To make the system effective, all key devices must be retrieved from furloughed or released employees. All current employees must be reminded consistently that they are to let no one else enter with them and that they ensure the door closes solidly behind them.

It has also become commonplace in industry to have front doors locked and a speakerphone to the receptionist. The door is only opened when the visitor has been identified at the front desk. This is not feasible in all workplaces. Where it is not, some measure of protection should be offered to front desk personnel, whether a barrier or a signaling device that may be activated discreetly if a situation arises.

Outbreaks of violence can also occur within the business. In our experience we have had to advise regarding fistfights, air-hoses turned on fellow employees, chairs being thrown during meetings and other incidents. Most outbreaks were seemingly random, unpredictable events. Many probably stemmed from causes in the private life of the employee. Due to privacy laws, many of the underlying causes cannot be identified by the employer and, even if identified, cannot be acted upon directly. .

Nevertheless, companies need to take some measures to forestall the occurrence and severity of such events. All workplaces should have a written policy concerning workplace violence and clear communication of that policy to all employees. Zero tolerance statements are not enough.

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## Violence In The Workplace (continued)

By Vija Kelly



### There Are Two Avenues By Which Violence May Intrude?

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### About the author:

*Vija Kelly has more than 20 years of experience training and consulting with industry on regulatory compliance issues. Working with companies as small as 10-person machine shops and as large as 3M on both health and safety and environmental issues has given her the hands-on experience to deal with the toughest regulatory compliance issues that face industry today.*

*An excellent teacher and public speaker, she specializes in educating organizations on their regulatory compliance responsibilities.*

*She writes several columns on compliance issues for trade magazines and publishes a newsletter to keep clients abreast of changes in EPA, DOT and OSHA regulations. She has also produced customized written training materials for all mandated training.*

## Optimum Blog

Since our quarterly newsletter "Optimal Knowledge" isn't suitable for time sensitive subjects, we have decided to go Web 2.0 with a blog for our clients & friends.

It permits us to communicate with you more frequently regarding changes in regulations, our perspectives on developments in the HR arena and topics of general interest.

Our blog also gives us the capability to interact with you – you are welcome to publish your comments, questions and suggestions, rate our articles or just read what our experts think about different issues. The technology also permits you to subscribe to our blog or include it in your RSS feeds, so you always know when a new post is published.

To check out this new feature, please click on the following link: <http://optimumhrsystems.typepad.com>.



*A Newsletter for the Human Resource Community*

# optimal knowledge

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