



March 2023

# VSHRM REVIEW



## WHAT WE DO

Valley Society for Human Resource Management strives to be the principal voice for human resource issues for the Great Lakes Bay Region. It promotes and assists the profession by providing valuable human resource information to area employers, resulting in the highest professional and personal development of their employees.

## UPCOMING EVENT March Luncheon

In-Person or Virtual

**Tuesday, March 14, 2023**

**11:20 AM - 1:15 PM**

*Networking: 11:20 – 11:40 a.m.*

*Lunch: 11:40 – Noon*

*Program: Noon – 1:00 p.m.*

*Closing: 1:00 - 1:15 p.m.*

## Doubletree Hotel (Bay City)

One Wenonah Park Place

Bay City, MI 48708

OR

Virtual (through Zoom)

[REGISTER TO ATTEND](#)

# Talent Management for Business Sustainability

Presented by Bill Kieffer

This presentation will present clear, concise best practices for establishing and conducting talent management in large, medium, and small companies that, when well done, optimize talent capability and performance for near-term business success and long-term business sustainability.

The objectives of this meeting are:

- Introduce a clear, concise, proven talent management model participants can take away and use immediately as a baseline for refining or establishing their talent management strategy.
- Discuss various factors and considerations impacting the successful application of talent management in your business.
- Provide insights on balancing the many related variables and prioritizing efforts to impact the most relevant business concerns.

**Bill Kieffer** has extensive professional experience, including over 23 years as a senior HR and talent management leader. He has successfully designed and implemented customized talent management strategies and practices in multiple large, complex, global companies, positively impacting current and long-term business success.

Currently, he is President & Chief Advisor of Kieffer & Associates Limited, an advisory firm specializing in Military Veteran Career Transition, Leadership Coaching, Strategic Talent Management, and Professional Speaking and Facilitation services. He is the author of "Military Career Transition: Insights from the Employer Side of the Desk", which was released in July 2021 as the #1 New Release in Amazon's Job Hunting category.

In addition, Bill

- Serves as a coach, coach advisory board member, and faculty member for "The Honor Foundation," a non-profit group providing career transition services to the special operations community.
- Is a master trainer for Ranger for Life's "A More Elite Transition," serving the U.S. Army's 75th Ranger Regiment
- Serves as a member of the Board of Advisors for "Law Enforcement Connect," which provides career transition services to members of the law enforcement community

Before these experiences, Bill served nearly 12 years of active duty as a U.S. Army Officer in various command and staff positions. His educational background includes:

- the Strategic Human Resources Program - Harvard Business School
- the Leadership Education Program - Harvard University's John F. Kennedy School of Government.
- a Master of Science, Administration degree - Central Michigan University
- a Bachelor of Business Administration degree - the University of Toledo
- numerous other military and professional development courses

Bill is a certified coach via Marshall Goldsmith and the WHY Institute.

He is active in his community, being twice appointed and three times elected to public office and serving with several veteran-related organizations.

Bill was honored to present "Investing in the Middle" at TEDx Toledo in 2017 and to guest on over 30 podcasts discussing a broad range of topics.

He has worked in / traveled to 33 countries and has set foot on every continent except Antarctica.

He is married with five grown kids and loves riding his Harley in his free time.

Please note – in-person registrations received after Thursday, March 9th, will be subject to an additional \$5 late fee.

\*\*\*The virtual version of this meeting will go live no later than 11:45 am.\*\*\*

[Register Here](#)



Welcome new members!!

**Lori Hewitt** - *NAI Group*

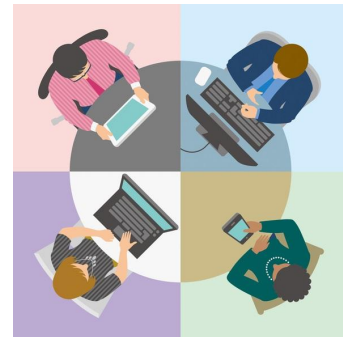
**Matthew O'Connor** - *Northwood University*

## March Member-to-Member Roundtable

Virtual Event

Thursday, March 30, 2023

12:00 Noon - 1:00 PM



This event is free to members and is a great way to connect with other HR Professionals to discuss current Human Resource issues. You don't need to register for this meeting. There is no set agenda, so feel free to bring your questions and current topics of interest to the meeting! For more information, including a calendar and zoom links, click [HERE](#).

Workforce Readiness Committee  
Dawn Boucher

**WORKFORCE-JOBS FOR LIFE PROGRAM**

**VSHRM** partners with the *Rescue Ministries of Mid-*



Michigan and needs volunteers for their *Workforce-Jobs For Life Program*.

Volunteers will help with Mock Interviews on Thursday, April 20, from 3 pm until 5 pm. The location is 1021 Burt Street, Saginaw, MI 48607.

Please contact Dawn at [dawn@mangnorgroup.com](mailto:dawn@mangnorgroup.com) or call 989-792-2320 ext 106 to sign up or for more information.

*Volunteering is a great HR experience and can count toward any certifications you have as an HR Professional.*

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Remember that you can post any HR-related job openings on the VSHRM website ([Jobs Page](#)) at no charge to your organization! With a membership base covering the entire Great Lakes Bay Region and beyond, you can cast your net to a larger talent pool. It is a great **FREE** way to find the right HR professional you have been looking for.



Email all job postings to:

[tomb@outdooradventuresinc.com](mailto:tomb@outdooradventuresinc.com)

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## Monthly Gift Card Winner

The winner of the gift card drawing is

**Jamie Newman**

*All meeting attendees who respond to the survey (and provide their name at the end) are eligible for the drawing.*



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## ASK THE LAWYER

Submitted by Joshua J. Leadford

**Question:** Scheming Sam's used to operate out of a single office building. When work from home became the norm during the pandemic, Scheming Sam's cut its cost, reduced the amount of office space leased, and transitioned most of its employees to

permanent work-from-home status. There were about sixty employees at the office pre-pandemic – now, only five managers report to the office to run the operation.

Now, the unintended consequences have become apparent. While most employees successfully complete all their assigned work, Scheming Sam's has noticed that many employees take repeated short breaks during the workday. (It knows this based on the productivity tracking software installed

on all employee computers). Additionally, the purported lack of separation between home and work has resulted in mental fatigue and an exponential increase in intermittent FMLA use.

Scheming Sam's wants to know: (1) can it dock employees' pay for these repeated breaks, and (2) can it deny FMLA requests since its employees no longer work at headquarters?

**Answer:** Unfortunately for Scheming Sam's, the answer to both questions is no. On February 9, 2023, the Department of Labor issued Field Assistance Bulletin No. 2023-1, which addresses these specific issues.

The DOL reiterated that all hours worked must be paid under the FLSA and that short breaks of less than twenty minutes are generally counted as hours worked. For a break to constitute non-work time, it must be of sufficient duration so that an employee may use the time to effectively engage in personal matters (as opposed to just resting up for more work). According to the DOL, a break must, thus, normally be at least twenty minutes duration to be unpaid. The DOL stated that these general rules apply whether an employee works from home or on location.

So, Scheming Sam's cannot dock pay due to these repeated short breaks. Rather, it will have to take corrective action to put an end to excessive breaktime, as it would in the case of any other performance deficiency.

Turning to the FMLA issue, one eligibility factor is that an employee must work at a location where the employer employs at least fifty employees within a seventy-five-mile radius. The way Scheming Sam's looks at this, since its home-based employees are spread far and wide so that fifty employee home addresses are not within seventy-five miles of one another, its employees are no longer eligible for FMLA leave.

The DOL put the kibosh on this idea too. The DOL stated that for FMLA eligibility purposes, an employee's personal residence is not a worksite. Rather, the FMLA worksite is the office employees may report to (even if only very occasionally) or the office from which work assignments are made. Therefore, Scheming Sam's employees are not rendered ineligible for FMLA leave by reason of their work from home status. Rather, all employees are considered for FMLA purposes to remain employed out of Scheming Sam's headquarters.

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## FINANCIALS

Patricia Alfano, PHR, SHRM-CP



Income/Expense by Category							
8/1/2022 through 1/18/2023							
Category	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	OVERALL TOTAL
<b>Income</b>							
fast pass	\$0.00	\$4,464.00	\$558.00	\$0.00	\$0.00	\$0.00	\$5,022.00
May Seminar 2022	\$0.00	\$0.00	\$0.00	-\$242.00	\$0.00	\$0.00	-\$242.00
Meeting Receipts	\$410.00	\$685.00	\$315.00	\$495.00	\$960.00	\$1,310.00	\$4,175.00
Membership Dues - Renewals	\$0.00	\$135.00	\$45.00	\$200.00	\$1,225.00	\$1,070.00	\$2,675.00
SHRM Rebate	\$0.00	\$625.00	\$0.00	\$0.00	\$0.00	\$0.00	\$625.00
<b>TOTAL Income</b>	<b>\$410.00</b>	<b>\$5,909.00</b>	<b>\$918.00</b>	<b>\$453.00</b>	<b>\$2,185.00</b>	<b>\$2,380.00</b>	<b>\$12,255.00</b>
<b>EXPENSES</b>							
Advertising	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$300.00
Board Expense	\$0.00	\$293.89	\$0.00	\$0.00	\$0.00	\$0.00	\$293.89
Board Meeting	\$0.00	\$0.00	\$0.00	\$0.00	\$84.76	\$0.00	\$84.76
Lunch Meeting	\$1,030.20	\$0.00	\$2,195.57	\$1,049.40	\$1,500.00	\$0.00	\$5,775.17
may seminar expense 2022	\$1,870.97	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,870.97
P.O. Box Renewal	\$0.00	\$0.00	\$166.00	\$0.00	\$0.00	\$0.00	\$166.00
PayPal Fee	\$23.82	\$194.32	\$38.83	\$35.06	\$104.68	\$116.13	\$512.84
Speakers Fee	\$0.00	\$0.00	\$1,500.00	\$0.00	\$0.00	\$0.00	\$1,500.00
<b>TOTAL EXPENSES</b>	<b>\$2,974.99</b>	<b>\$538.21</b>	<b>\$3,950.40</b>	<b>\$1,134.46</b>	<b>\$1,739.44</b>	<b>\$166.13</b>	<b>\$10,503.63</b>
<b>OVERALL TOTAL</b>	<b>-\$2,564.99</b>	<b>\$5,370.79</b>	<b>-\$3,032.40</b>	<b>-\$681.46</b>	<b>\$445.56</b>	<b>\$2,213.87</b>	<b>\$1,751.37</b>

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