



BV-SHRM NEWSLETTER

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CORPORATE WELLNESS

Gold's Gym has been creating a healthier world through fitness for more than 54 years. Gold's Gym is the innovator in the fitness industry bringing new programs and services and providing the best possible fitness experience to our members. Through our Corporate Wellness Programs, we partner with companies to provide solutions to the health and wellness needs of their staff. Gold's Gym understands that companies face increased health care costs for employees, struggles to recruit the top talent and must find new ways to keep employees motivated and engaged. Some partners have seen health care costs for employees go down 20% year over year while industry averages show 8-12% increases annually. Other companies have shown improved employee retention and decreases in employee turnover. In today's competitive, high-stress work environments companies must encourage staff to live a healthy lifestyle and one of the best ways to do so is by creating an easy pathway to fitness. If you have a wellness program in place that has become stale or if you are thinking about rolling out a wellness program for the first time Gold's Gym Corporate Wellness is here for you. As a partner, Gold's Gym will provide onsite lunch and learns, team workouts, onsite yoga/stretching classes, wellness kickoff events, quarterly events to keep team members engaged and to show them their company cares about their wellbeing.

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Would your organization like to be featured here?

Contact:

Toni Steele about sponsorship opportunities at
Toni.Steele@K2Share.com

MONTHLY PROGRAM & LUNCHEON

- TOPIC:** Worker's Compensation
- WHEN:** Thursday, March 7th, 2019
- TIME:** 11:30 AM-1:00 PM
- WHERE:** Philips Event Center
1929 Country Club Drive
Bryan, Texas 77802
- COST:** \$15/ BV-SHRM Member
\$20/ non-members or late RSVP
- Speaker:** Pat Crawford
- RSVP:** Please **RSVP by, Monday March 04, 2019 at 10:00 am**
www.bv-shrm.org
- MENU:** Dijon Porkloin, chef's vegetable, salad, coffee, water and tea

PROGRAM DETAILS

Understanding the factors that drive work comp costs, that may or may not be directly related to an injury, is critical for employers in managing their costs.

The better HR managers understand workers' compensation, what employers can and should be doing, what to expect from their insurance carrier and doctors, the better the employer will be at controlling costs. HR becomes a more effective business partner within their organization.

Private employers in Texas are not required to carry workers' compensation. If an employer chooses not to carry workers' compensation, there are still reporting responsibilities. Injuries still need to be managed. Cost must be controlled.

The longer an injured employee is away from work, the higher the employers' costs and the worse the impact of the injury is on the employee. Eliminating unnecessary lost time is a critical factor, with or without workers' comp.

This session provides tools to address and avoid issues that result from medically unnecessary lost time. Costly turnover is eliminated, business and workers' compensation costs are significantly reduced. Learn how to be proactive in managing issues around job related injury, participate in the management of claims, and avoid some of the pitfalls faced by employers in getting injured employees back to work.

SPEAKER'S BIO

Pat Crawford is a Workers' Compensation/Return to Work Specialist for the Texas Division of Workers' Compensation.

For 25 years, prior to joining the Division, she was a Workers' Compensation Specialist and Human Resource Manager for Levi Strauss & Co. She managed workers' compensation claims and costs as well as related legislative and regulatory matters, in 13 states. She has a degree in business from the University of Nevada Las Vegas. She served on the Board of Directors establishing the Texas Workers' Compensation Insurance Fund, which eventually became Texas Mutual Insurance Co. She has participated in numerous committees and activities addressing workers' compensation and labor concerns across the country. Her business and HR background has provided "hands on" experience in dealing with the difficulties often faced by employers in controlling workers' compensation costs and limiting unnecessary disability following a work related illness or injury.

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Are you a national SHRM member?

If not, consider it!
Great benefits include:

- Tons of resources and tools to help you build and improve your HR function
- Legal updates that affect your business
- Conference information
- Discounted local membership

Upcoming Events

Cleaning out your closet this Spring?

BV-SHRM is collecting business professional clothes and new unopened makeup for Project Unity. Donated items are provided for free to help community members put their best foot forward at job interviews, career fairs, etc.

We will be collecting items at the April & May meetings



<https://annual.shrm.org/>



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DIVERSITY MATTERS

Women's History Month

4-8 Women in Construction Week

1-Read Across America Day

1-Employee Appreciation Day

5-Fat Tuesday

5-Cheese Doodle Day

6-Ash Wednesday

8- International Women's Day

8-National Day of Unplugging

10-Daylight Saving Time

11-National Napping Day

13-National Good Samaritan Day

14-National Pi Day

17- St. Patrick's Day

29-National Vietnam War Veterans Day



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ARE YOU  ?

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Viewpoint: HR as Toxin Handler

An examination of HR's role in helping employees deal with toxic emotions at work

By Teresa A. Daniel, J.D., Ph.D. March 6, 2019

This is the first in a three-part series on toxic workplaces and HR's role in mitigating organizational toxicity. The second article in the series will discuss the dangers associated with the toxin-handling role and what HR practitioners can do to protect themselves. The third will delve further into what HR toxin handlers do and why organizations need them.

Layoffs, harassment, discrimination, mergers and acquisitions, personality conflicts, or an abusive boss are just a few of the many types of workplace situations that can generate intense emotional pain for employees—feelings like anger, frustration, stress, disappointment and even fear. How organizations handle these events—or do not—can create a serious problem for both the employees and the organizations that they serve.

If these types of situations are managed poorly, the chronic anger or prolonged stress they create results in an undesirable byproduct known as organizational toxicity. Over time, the workplace culture becomes one in which employees feel devalued, demoralized and often hopeless—and most assuredly not productive or actively engaged.

Peter Frost, author of *Toxic Emotions at Work* (Harvard Business School Press, 2003), first identified and coined the term for the special role some employees take on in an effort to alleviate this toxicity for other employees—he referred to these individuals as "toxin handlers." They are workers who "voluntarily shoulder the sadness, frustration, bitterness, and the anger that are endemic to organizational life." They act much like a kidney or the immune system in a human body—neutralizing, dissipating and dispersing organizational toxins that build up over time as a result of difficult decisions made by the organization that impact employees.

I've recently conducted research on the topic. My study examined the perceptions of HR professionals about their role in handling toxic emotions at work. It also examined the impact that this work has on both their personal well-being and the effectiveness of their organizations.

I interviewed 26 HR practitioners in 2018 and found that a central aspect of HR's role is to act as an organizational toxin handler.

When engaged in this work, participants in the study described being involved in six core activities:

- Empathetic listening.
- Suggesting solutions and providing resources.
- Working behind the scenes and providing a safe space.
- Confidential counseling.
- Strategizing communications and reframing difficult messages.
- Coaching and advising managers.

A surprising finding was the frequency of this work—58 percent of the participants reported helping employees deal with toxic emotions on a daily basis.

HR practitioners are regularly confronted by distressed employees who bring emotionally charged problems to them with the expectation of receiving help to resolve the issue. By engaging in this work, HR toxin handlers enable other employees to stay focused and do their jobs. Without them, the organizational toxicity would continue to build, resulting in higher levels of turnover, increased health costs and more litigation, and reduced levels of employee morale and productivity.

Participants in this study cared deeply about employees and described their role in the organization as being "fixers." They felt a strong need to listen to and assist employees in dealing with their problems, whether personal or organizational. As noted by one of the study participants:

I think it's the nature of HR. I think that HR is looked at as this third party that's able to come in and help fix whatever needs to be fixed, help fix whatever is broken, and help neutralize a situation.

Participants reported that although they routinely assist employees, they also feel a strong responsibility to support senior leaders and drive positive organizational outcomes. Navigating these competing role demands (which are often in conflict) is not easy. As a result, HR's role is inherently paradoxical and the nature of this required "balancing act" creates significant stress for HR practitioners.

Moreover, the toxin-handling role is dangerous because of the personal risk it poses to the HR practitioner's well-being over time. Participants in the study reported significant physical and emotional exhaustion, feelings of sadness and anger, high stress, lack of sleep, and burnout. In addition, their personal relationships, overall health and home life were negatively affected. This caused some to seek personal counseling as a result of the excessive tension and strain they experienced at work.

Although the role of a toxin handler is important to organizations, their actions often go unnoticed by senior leaders due to the expectation that HR will maintain confidentiality and privacy for the employees who seek their help. In fact, most practitioners do not feel that the work is recognized or appreciated at all. However, toxin handlers in HR step up to provide this compassionate care to employees in pain because they know that the work is essential to their efforts to create and sustain a humane and respectful workplace culture *and* that it's good for business because it helps employees get focused and back to work more quickly.

Teresa A. Daniel, J.D., Ph.D., currently serves as dean and professor of Human Resource Leadership Programs at Sullivan University in Louisville, Ky. She is the author of [Stop Bullying at Work: Strategies and Tools for HR, Legal & Risk Management Professionals](#) (SHRM, 2016) and numerous articles and book chapters about contemporary issues at the intersection of HR, leadership, employment law and ethics.