

Volume 36, Issue 8
September 2016



THE RESOURCE

San Diego Society for Human Resource Management

SD SHRM Workplace Strategies Conference

The Workplace Strategies Conference is this month! Don't miss this opportunity to be inspired by amazing speakers and panels, network with other HR professionals and gain insight into new tactics and management skills in the HR profession.

HRCI and SHRM credits are available for this event.

You won't want to miss it!

Presented by the San Diego SHRM and San Diego ATD Partnership

Wednesday, September 21, 2016

University of San Diego

Joan B. Kroc Institute for Peace and Justice

5998 Alcalá Park, San Diego, CA 92110

7:00 a.m. – 4:30 p.m.

Register Today!

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Calendar

- September 8
Fall 11-Week SHRM-CP/SCP Prep Course
- September 12
Fall 11-Week S/PHR Prep Course
- September 21
Workplace Strategies Conference
- October 1 & 8
SHRM Essentials Course
- October 19
Monthly Program: Abolishing the Employee Performance Review

New Members

San Diego SHRM Welcomes All New Members Since August 1!

Edward Nunn

Jessica Lamb

Michael Center

Christine Harutunian

Jenny Joo

Julie Emma

Robert Moutal

Shieta Black

Jamie de Leon



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My Efficient Edge

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Superior Mobile Medics, Inc.

Student Liaisons

Travis Doderlein, San Diego State University
Manny Delatorre, Brandman University

Executive Director

Emily Cabbage
The Grassley Group

Looking for Leaders

Nominations Now Open for 2017 SD SHRM Board of Directors

Are you ready for a leadership role? Consider volunteering your time as a member of the 2017 San Diego SHRM Board of Directors. This year-long commitment is vital to keeping the organization at the forefront of the Human Resources field. The San Diego SHRM Board of Directors defines its critical role within the organization as:

- Upholding San Diego SHRM's vision, purpose and values
- Setting the broad policies, direction and priorities of the organization
- Ensuring that San Diego SHRM has highly effective leadership
- Providing fiduciary oversight
- Maintaining the integrity of San Diego SHRM services and products developed for the benefit of its members

Current and past board members alike will tell you that it is both highly gratifying and fun to be part of this team of leaders who are making a difference in the Human Resources field and the San Diego business community.

▶ [Visit here to complete your application today.](#)

Applications are due by September 12.

Reach out to Executive Director, Emily Cabbage, at info@sdsdrm.org if you have any questions.



Join the *Disneyland*® Corporate Ticket Program today.

Help your employees show their Disney Side by making it easier for them to experience all there is to see and do at the *Disneyland*® Resort!

Bringing the magic to your company has never been easier!

- Employees can save over box office prices.
- It's FREE to join.
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- Earn complimentary tickets when sales minimums are achieved.

To set up this exciting benefit for your employees, contact Mary Ann Waters at mary.ann.waters@disney.com or visit shrm.org today!



Education Update

Andy Covell, SPHR, SHRM-SCP, President Elect

It's hard to imagine we are already in September! But nevertheless, Education has been busy this summer in developing our fall lineup to help HR Professionals achieve their career goals. This fall, SD SHRM will be offering a variety of courses that offer professional development, knowledge enhancement and a sense of accomplishment. Our fall course offerings include:

- SHRM – S/CP Certification Prep Course – Classroom
- SHRM – S/CP Certification Prep Course – Virtual Course*
- HRCI S/PHR Certification Prep Course
- HRM Essentials of Human Resource Management*

**These are new classes being offered for the first time this fall!*

Our certification prep courses have consistently produced a pass rate higher than the national averages which goes to show the level of dedication our instructors give our participants to ensure they are successful in passing their exam. So join one of our certification prep courses this fall!

A new comer to SD SHRM's education offerings is the SHRM Essentials of Human Resource Management course. This is a great course that offers knowledge into the foundations of HR and is designed to give those who would like to break into HR, those just entering the HR field, or those who have HR duties as part of their job a more comprehensive look into how one can enhance the importance of the HR function to peers and upper management.

Since we live in an ever changing and challenging environment, take a step back and think about what your own career goals are, what the goals are of your team, and how those goals can be reached. Using the resources that are provided to our members is the best way to keep up-to-date on the latest trends, current challenges facing our HR professionals, and ways to become better in our positions.

SD SHRM looks forward to having you join one of our fall courses to expand your knowledge and to reach those goals before 2017!



*Andy Covell, SPHR, SHRM-SCP,
President Elect*



NOW is the Time On the HR Insights Hour.....

If you have not yet listened to San Diego SHRM's HR Insights Hour radio program, join us for an exceptional lineup of guests!

Program host, Nina Woodard, has a series of shows planned for the remainder of 2016 on the timely topic of **Diversity and Inclusion** with Nicole Price, Vice President of Training, Cy Wakeman, Inc. Join Nina and Nicole LIVE on the first Friday of each month at noon for the remainder of 2016 on the HR Insights Hour.

[CLICK FOR WEBSITE](#)

[CLICK TO LISTEN to ARCHIVES](#)

[READ MORE ABOUT NICOLE](#)



Nicole Price, Vice President of Training, Cy Wakeman, Inc.

More great programs coming up in 2016 featuring:



Paul Falcone
Cox Communications



Liza Benningson
National Speaker
Building an Alumni
Association for Your
Business



Grace Judson
Former ASTD San Diego President –
National Speaker and Consultant
Forward Thinking:
Planning For Your Life and
Professional Goals

San Diego SHRM Legal and Legislative Update

Christine Mueller, Esq., Vice President of Legislation



Christine Mueller, Esq., VP of Legislation

Department of Labor Updates Two Employment Law Posters

Effective August 1, 2016, the United States Department of Labor (DOL) issued new posters related to the Fair Labor Standards Act and the Employee Polygraph Protection Act. These are two of many required notices that employers must post in a prominent and conspicuous place in each establishment. Revised posters may be printed from the DOL's website.

New California Law Clarifies That Employers Have No Duty to Track Hours Worked on Itemized Wage Statements for Exempt Employees

Labor Code Section 226 requires employers to provide written wage statements containing specific information, including the total hours worked. It also contains an exception from the requirement to report total hours worked for employees who are paid solely on a salary basis and are exempt from overtime. Responding to concerns that there are many employees who are exempt from overtime, in which case employers may not track hours worked, but whose compensation is not "solely based on a salary" (e.g., salespersons paid on commission, high-ranking executives partially compensated with stock options, etc.), AB 2535 amended Labor Code Section 226 to expand this exception.

In addition to the current language exempting tracking hours for employees compensated solely on salary, new subsection (j) eliminates the need to show hours worked for employees exempt from minimum wage and overtime under a specified exemption for: (a) executive, administrative, or professional employees; (b) the "outside sales" exception; (c) salaried computer professionals; (d) parents, spouses, children, or legally-adopted children of the employer provided in applicable wage orders; (e) directors, staff, and participants of a live-in alternative to incarceration rehabilitation program for substance abuse; (f) crew members employed on commercial passenger fishing boats; and (g) participants in national service programs.

New California Law Authorizes DFEH to Investigate and Prosecute Human Trafficking Complaints

Since 2005, Penal Code section 236.1 and Civil Code section 52.5 have authorized human trafficking victims to pursue civil and criminal claims against traffickers. Citing a concern that these remedies are rarely utilized, AB 1684 amends Government Code section 12930 to authorize the California Department of Fair Employment and Housing (DFEH) to receive, investigate, conciliate, mediate and prosecute human trafficking complaints on behalf of a human trafficking victim. The law further provides that any damages recovered will belong to the victim, but costs and attorneys' fees awarded in such action will belong to the DFEH.

California Enacts New Pay Rules Regarding Security Guards Employed by Temporary Service Providers

Labor Code section 201.3 sets forth specific rules regarding wages for temporary service employers, including the general requirement that such employees be paid weekly and not later than the regular payday of the following calendar week. AB 1311 creates a new industry-specific rule for security guards employed by temporary service providers, since that industry generally uses a different payday than other industries. Under this new rule, registered security guards working for temporary service employers must be paid weekly, regardless of when the assignment ends, and must be paid no later than the regular payday of the following workweek (rather than calendar week for other industries). This law was enacted on an urgency basis and is immediately effective.

California PAGA Amendments Expand LWDA Involvement in Claims

As part of the 2016-2017 Fiscal Year Budget Change Proposal, Governor Brown proposed several amendments to the Private Attorneys General Act (PAGA), which allows private citizens to seek civil penalties for Labor Code violations. The following changes to the PAGA are in effect as of June 27, 2016.

• A \$75 filing fee is required with new PAGA claim notices and any employer responses to an initial claim, including any employer cure. This fee may be waived for those qualified as in forma pauperis.

- PAGA claim notices must now be filed online with the Labor Workforce Development Agency (LWDA), with written notice by certified mail to the employer. Similarly, employer cure notices and/ or employer responses to a PAGA claim must also be filed online, with a copy sent to the aggrieved employee by certified mail.
- The LWDA's timeframe to review notices extends from 30 days to 60 days.
- Alleged aggrieved employees filing in court must provide a file-stamped copy of their PAGA Complaint to the LWDA for any case filed on or after July 1, 2016.
- Court approval is required for any settlement of a PAGA civil action, whether or not the settlement includes an award of PAGA penalties.
- Proposed PAGA settlements are to be submitted to the LWDA at the same time they are submitted to the court.
- A copy of any court judgment, and any other order that awards or denies PAGA penalties, must be provided to the LWDA.

Governor Brown has said that these amendments are intended to reduce unnecessary PAGA litigation by diverting some of it to the LWDA's administrative hearing process. These are essentially procedural changes, but may be indicative of broader PAGA reform in the near future.

Judicial Update

California Supreme Court Holds That There is No Universal Rule for Who Decides the Availability of Class-Wide Arbitration

In *Sandquist v. Lebo Automotive, Inc.*, the California Supreme Court discussed the following: when an arbitration agreement is silent on the issue, does a court or an arbitrator decide whether class-wide arbitration is permitted? In a 4-3 decision, the Court declined to issue a uniform standard. Instead, the question of whether a court or an arbitrator decides if an arbitration agreement permits class claims should be determined on a case-by-case basis, focusing on the agreement's terms and resolving any ambiguities in favor of the non-drafting party (which is typically the employer).

Ambiguities in arbitration agreements may force employers to litigate class action claims in arbitration, which carries certain risks. Employers who use arbitration agreements should consult with legal counsel and consider whether to clarify in the agreement who should have the power to decide whether class arbitration is available, a court or an arbitrator.

California Court Upholds Arbitration Agreement That Was Not Signed by Employee

Plaintiff Dwayne Harris (“Harris”) filed suit against his former employer TAP Worldwide, LLC (“TAP”) for wrongful termination of employment and violations of various employment statutes. TAP filed a motion to compel arbitration based on the fact that Harris had acknowledged receipt of an employee handbook which contained an arbitration agreement. However, Harris did not sign the arbitration agreement itself, and he challenged TAP’s ability to compel arbitration.

In *Harris v. TAP Worldwide, LLC*, the appellate court found that a valid agreement to arbitrate existed. Harris had signed an acknowledgement of receipt of the handbook and arbitration agreement. The arbitration agreement was clearly highlighted in the acknowledgement form, and the agreement stated that receipt and agreement to the mandatory arbitration policy was a prerequisite to hiring and continued employment. The fact that Harris chose not to read or take the time to understand these policies was “legally irrelevant” to the court.

The court also found the arbitration agreement to be enforceable and not illusory or unconscionable, in spite of language in the handbook that TAP could unilaterally modify its policies. The arbitration agreement itself contained separate language stating that it could only be modified in writing signed by both parties, and the arbitration agreement could only be modified prospectively, to comply with future changes in the law.

In order to limit challenges, it is a good practice to have employees execute a stand-alone arbitration agreement. However, this decision is favorable for employers and it demonstrates that in some situations, it may be possible to compel arbitration even in the absence of a signed agreement.

Reversing Summary Judgment, California Court Allows Employee’s Disability-Related Claims to Proceed

A recent decision in *Moore v. The Regents of the University of California* highlights the challenges many defendants face in trying to achieve dismissal of claims through summary judgment. Deborah Moore (“Moore”) was employed at UCSD as the Director of Marketing, and began working under a new supervisor, Kimberly Kennedy (“Kennedy”), in June 2010. In September 2010, Moore communicated that she had a heart condition. After that point, Moore contended, her relationship with Kennedy changed. Moore alleged that Kennedy unfairly criticized her work product, and began eliminating her main responsibilities. In November 2010, Moore was demoted, and her position was eliminated in February 2011. Moore filed a lawsuit against The Regents of the University of California (“Defendant”) alleging various disability-related claims.

The California Court of Appeal found that there were issues of material fact permitting Moore to proceed to trial on her claims. Moore demonstrated a prima facie case of discrimination because there was a question of fact as to whether Defendant perceived her as having a disability, and there was a close connection in time between Kennedy becoming aware of Moore’s heart condition and Moore’s termination of employment.

Even though Defendant offered evidence of legitimate, non-discriminatory reasons for Moore’s termination of employment, *i.e.*, job restructuring, Moore offered evidence that those reasons may have been untrue, as well as evidence that Kennedy may not have believed that Moore was healthy enough to continue working. Despite Moore’s earlier success in her department, Kennedy began eliminating key responsibilities. Only two months after Moore informed Kennedy that she would need time off for surgery, Kennedy decided to eliminate Moore’s position. In addition, Kennedy retained a less senior employee in contradiction to Defendant’s policy, without providing reasons why the less senior employee was being retained. Kennedy also failed to adhere to Defendant’s policies to offer reassignment or transfer. This was in spite of the fact that between November 2010 and May 2011 the department increased its headcount by eight employees.

The court also determined that a jury could conclude that Defendant terminated Moore’s employment before either providing her with the requested accommodation or engaging with her further. Moore was also allowed to proceed with her claims for retaliation and interference under the California Family Rights Act.

This case demonstrates that it can be relatively easy for employees to survive summary judgment by creating inferences that the stated reasons for termination are untrue. In *Moore*, one of the reasons that the plaintiff was able to demonstrate evidence of pretext was because the employer failed to adhere to its own policies regarding demotion and discharge. Once an employee demonstrates that there are disputed material facts, summary judgment will not be appropriate and the claims will proceed to trial.

Attorney-Client Privilege in Post-Employment Investigation is Upheld by California Appellate Court

In *City of Petaluma v. The Superior Court of Sonoma County*, a California Court of Appeal protected the attorney-client privilege of an investigation done by outside counsel.

Andrea Waters (“Waters”) was employed by the City of Petaluma (“City”), and claimed that she was subjected to harassment, discrimination, and retaliation. Waters voluntarily resigned her position with the City, and filed a charge with the U.S. Equal Employment Opportunity Commission (EEOC). The City retained an outside attorney to investigate the EEOC charge and assist in preparing a defense in anticipation of a lawsuit. Under the retainer agreement between the City and its outside attorney, the attorney was to conduct an impartial investigation of the EEOC charge, but the attorney was not to render legal advice as to what action the City should take as a result of the investigation findings.

Waters filed a lawsuit against the City. The City raised the defense of avoidable consequences, asserting that Waters’ claims were barred because she had failed to take reasonable steps to prevent or correct the alleged harassment and discrimination during her employment. In discovery, Waters sought documents and testimony relating to the City’s investigation of her EEOC charge, including the investigative report prepared by the City’s outside attorney. After the City refused to produce the evidence on the ground of attorney-client privilege and work product, Waters moved to compel production.

Waters asserted that the investigation was not privileged because the outside attorney had not been retained to provide legal advice. The appellate court disagreed. The City had an attorney-client relationship with its outside attorney even though the attorney’s role was limited to a factual investigation and did not extend to providing legal advice. The main purpose of the outside attorney’s factual investigation was to provide legal services to the employer in anticipation of litigation, and the privilege applied.

Waters also asserted that the City had waived any applicable privilege by asserting the avoidable consequences defense, which put the investigation at issue. The appellate court also disagreed with Waters on this point. Because the City conducted the investigation after Waters left her employment, the City did not waive any privileges associated with that investigation by asserting the avoidable consequences defense. Such a defense focuses on what happened during employment, not afterwards. Thus, the attorney-client privilege was not waived.

While this case is limited in its facts, it is a reminder that employers should consult with legal counsel regarding the best way to approach investigations and the notes and reports those investigations generate. When an employer conducts an investigation during an employee’s employment, and then seeks to raise that investigation as a defense in litigation, the investigation will likely be subject to discovery.

News from San Diego State University's Student SHRM Chapter (SHRM SDSU)

Travis Doderlein, SHRM SDSU President and San Diego SHRM Student Liaison

The summer is winding down, and SHRM SDSU is getting ready for another great year of professional development events for our students. We are currently planning for the Fall semester line up. If you are interested in coming to SDSU to speak to our HR students, host a group of students for a site visit, etc., please reach out to us at sdsushrm@gmail.com. We are looking forward to our *Fall Semester Kick Off* on September 13th to welcome new and returning members to our chapter. Our guest speaker for this event will be **Andy Esparza**, SHRM SDSU Executive-in-Residence and former Chief Human Resources Officer for Dell and Baker Hughes, respectively.

SHRM SDSU members attended multiple networking events over the past month. We were pleased to support and attend the *SDSU Business Alumni Network's Summer Sensation Event* at Tom Ham's Lighthouse on July 21st. Our members enjoyed listening to guest speakers and SDSU alums, **Jerry Sanders**, CEO and President of the San Diego Chamber of Commerce, and **Scott Slater**, Founder of Slater's 50/50 and S&M Sausage and Meat. It was a great event in which we were able to network with SDSU business alumni. We look forward to participating in future Business Alumni Network events.

A number of our members attended the August *SD SHRM Mixer at Manpower* on August 17th. Our members were able to

meet and network with many SD SHRM members. We appreciate being invited to these events to meet HR professionals. We would like to thank **Jennifer Dar**, past president of the SDSU SHRM chapter, for sponsoring our SHRM student members **Neil Palmer, Silvia Negrete, Rafael Sixtos**, and **Tarilyn Won** to attend this event and for her continued commitment and support of our chapter.

We also want to continue to encourage you to think about opportunities that you may have at your workplace for an HR intern. It is a graduation requirement that our HR students have an internship experience and the *Society for Human Resource Management* strongly recommends that HR students have an HR internship as part of their academic experience to prepare them to enter an HR role upon graduation. The fall semester starts on August 29 and students need to get internships for course credit lined up by mid-September, so if you have HR projects that you could use a hand with which can give an HR student valuable learning experience, please consider bringing on an HR intern! For more information on how to get started with hiring an SDSU HR intern, please contact **Dr. Michelle Dean** at michelle.dean@sdsu.edu.



Travis Doderlein, SHRM SDSU President and San Diego SHRM Student Liaison



Neil Palmer, Gabriela Verendia, Silvia Zhou, BAN Board Member Kelly Barrios, Krystal Monroe and Travis Doderlein at the Business Alumni Network Event.



Phil Blair (CEO of Manpower San Diego), Kelly Barrios, Silvia Negrete, Peter Kane and Sabrina Patterson (Human Resources Business Partner – Contractor for Orbital ATK and SD SHRM VP of Education) at the August SD SHRM Mixer.



Silvia Negrete and Kelly Barrios at the SD SHRM August Mixer.



SHRM SDSU Members Rafael Sixtos, Tarilyn Won, Neil Palmer, and Silvia Negrete with recent SDSU SHRM graduate Kelly Barrios (center) at the SD SHRM August Mixer.

SDSHRM Launches HR Career Day!

President Heather Whitley Quinn introduced the leadership of Workforce Partnership to SDSHRM with a goal of providing an HR Career Day opportunity for the students engaged in their development program. Her project team identified three locations in San Diego to hold this event: 1) César E. Chávez Campus, San Diego Continuing Education; 2) UCSD Faculty Club; 3) Cal State San Marcos Student Union.

The program was designed to introduce the participants, aged 16-24, to the various functions of HR and to provide an opportunity for personalized mentoring on resume writing and interviewing. SDSHRM issued a call to members for mentors to share information and shadow day or internship opportunities.

Edward Abeyta, Ph.D., Director of Pre Collegiate and Career Preparation Programs & Assistant Dean for Community Engagement, and Ms. Meisha Sherman, Human Resources Executive at Hewlett Packard Enterprise, were both significant financial sponsors whose contributions and support contributed immensely to the success of the program. Michael Smithfield, President of the Student SHRM Chapter at CSUSM, served as a mentor and host, and helped secure the facility at San Marcos. Nina Woodard served as project manager and coordinated the program. She introduced a “go to meeting” platform that was used to broadcast President Quinn’s welcome to all three locations and to share the guest speaker, Tara Fournier, SPHR and HR Director at Revana Digital’s presentation – Using Social Media to Brand Yourself – with all three audiences simultaneously.

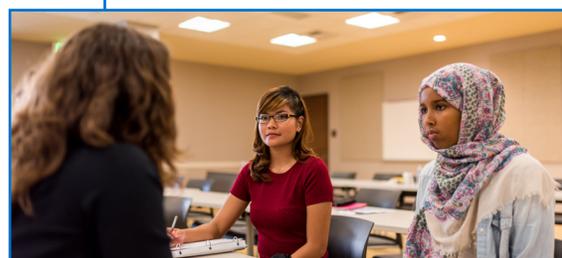
The project team developed a program allowing the professional volunteers to present their career and functional story and then to spend time working closely one on one with the student participants.

Between the three locations, there were 44 students registered and 42 professional member volunteers.

Deemed a success by the students, they received the benefit of being mentored by professionals and insights into the day to day activity of HR in the real work place.

It was overall a wonderful opportunity for collaboration with the educational community, business community and the volunteer HR Professionals to advance the profession.

Cesar Chavez



SDSHRM Launches HR Career Day! (cont.)

Cesar Chavez



UCSD



CAREER TRANSITION ASSISTANCE PROGRAM



"Preparing our Heroes for today's Workforce"

Looking for a way to give back?

We are seeking HR Professionals & Career Coach Volunteers

The Career Transition Assistance Program (CTAP) needs **Y-O-U!** We are looking for volunteer coaches to assist transitioning military members, veterans, and their spouses in their quest for a new career. Share your expertise and prepare a hero for today's workforce! See our website: www.CTAPsandiego.org

What is a CTAP Coach and what do they do?

LAB COACH	VIRTUAL COACH
Coach job seekers who are currently learning job search techniques	Coach job seekers who have completed 24+ hours of hands-on job search instruction
Work face to face with CTAP participants currently attending workshops	Work with a CTAP graduate via email, Skype, phone, etc.
You decide how many hours to volunteer per month (1- 8 hours per month) in one hour blocks of time	Number of hours varies. Recommend checking in once per week
Coach on-site at Oceanside training center in the evenings, 5-6 PM on pre-determined nights	Ideally, advise/coach job seeker until they obtain a job or attend school
Meet and coach different participants each night	Focus on one CTAP graduate only
Help translate military skills/terms to corporate/civilian terms	Help translate military skills/terms to corporate/civilian terms
Topics: resumes, networking, general concerns of job seekers	Topics: same as lab coach and will motivate, encourage and of course, celebrate successes with graduate

WHY volunteer? Volunteering with CTAP is an opportunity to:

- Give back to those who have served us through their military service
- Share your expertise to help someone else succeed
- Network with other professionals
- Meet qualified job candidates
- *And... it is fun!*

Questions? Contact Betsy Sheets, CTAP Volunteer Coordinator, betsysheets@cox.net

<https://www.facebook.com/VetCTAP>

CA-Knowledge Bowl Questions

1. **What is the advantage of paying an international assignee a differential between home-country costs and assignment costs?**
 - A. It preserves purchasing power regardless of country of origin
 - B. It requires minimal planning and is easy to administer
 - C. It is more tax-effective for the employee
 - D. It gives the international assignee a choice

2. **An employer is usually protected against charges of defamation in a reference-checking situation if the employer**
 - A. shows remorse for harming the employee's reputation
 - B. provides honest and accurate references about former employees
 - C. makes verbal comments but does not put them in writing
 - D. tries to verify the accuracy of information

3. **Which of the following restores the balance of power by making union unfair labor practices unlawful?**
 - A. Norris-LaGuardia Act
 - B. National Industrial Recovery Act
 - C. National Labor Relations Act
 - D. Labor-Management Relations Act

4. **In determining the appropriateness of a bargaining unit, the NLRB would consider**
 - A. if more than 50% of the employees signed authorization cards
 - B. if employees are frequently transferred across plants or offices
 - C. the percentage of temporary workers in the proposed unit
 - D. the percentage of managers and supervisors in the workforce

5. **There are 1,000 eligible employees. Of those, 800 vote. What are the minimum votes needed by the union to win the election?**
 - A. 400
 - B. 401
 - C. 501
 - D. 667

6. **The NLRB has scheduled an election. Within seven days, the company must file the**
 - A. names and addresses of all employees eligible to vote
 - B. telephone numbers of all employees eligible to vote
 - C. company policies that deal with time off for voting
 - D. names of employees the company feels should not be eligible to vote

7. **If employees successfully vote to decertify a union on June 30 in a given year, when can a new election be held?**
 - A. Within 30 days
 - B. Between 60 and 90 days
 - C. After January 1
 - D. After one year

8. **When handling a union grievance, you should**
 - A. accept informal amendments to the contract if they are in the company's interest
 - B. avoid bias by not reviewing prior grievance records
 - C. ask the union to identify the violated contract provisions
 - D. rely on the union steward's investigation of the grievance

Answers

1. A 2. B 3. D 4. B 5. B 6. A 7. D 8. C