

# Human Resources

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Current and past issues of Spotlight can be viewed at: [www.lehigh.edu/~inhro/spotlight1.html](http://www.lehigh.edu/~inhro/spotlight1.html).

## DIVERSITY

### Talkin' 'Bout Our Generations: The Millennials

The oldest among this generation are turning 30 this year, while the last of their ranks are still in elementary school. Their moms and dads made them watch **Nickelodeon** to avoid the OJ Simpson trial, but today, millions of Millennials (born 1980-2000) are grown up and asserting themselves in the workplace. Although their numbers will eventually overshadow Generation X in the workforce, Millennials currently represent less than 11 percent of Lehigh's staff and faculty.

The Millennial Generation includes about 76 million Americans and represents a surge in the birthrate at the close of the 20<sup>th</sup> century. They are mainly the children of the 78 million Baby Boomers born in the late 1940s through the early 1960s. Younger Millennials have Generation X parents.

#### I HOPE YOU HAD THE TIME OF YOUR LIFE

Even the oldest Millennials don't remember the Cold War; they were just starting grade school when the Soviet Union and its empire began to collapse. With no fear of the "Red Menace" or mutually assured destruction, there was hope that they would grow up in a less frightened world. But beginning the mid-1990s, a new wave of fear took hold. Ask a few Millennials what big events affected them, and you'll hear about terror and tragedy:

- Princess Diana's death
- The Oklahoma City bombing
- The Columbine High School massacre
- The September 11, 2001 attacks.

Despite serious events taking place around them, kids in the '90s had their share of fun. They did the *Macarena* at school dances. They never missed an episode of *Full House* or *Saved By The Bell*. And they bought hundreds of millions of *Babysitter's Club* and *Goosebumps* books.

While Xers were still listening to moody grunge, young Millennials latched on to more optimistic and cheerful music from acts like the **Spice Girls**, **'NSync**, and **Britney Spears**. The Spice Girls motto, "*Girl Power*," became a mantra for female Millennials as they were encouraged to study math and science and participate in team sports.

The parents of older Millennials earned a reputation as "helicopter parents" for their tendency to hover in their children's lives. They organized play dates, made sure every kid got a trophy, and emphasized building self-esteem. Rather than rebel against their parents, Millennials seem to have appreciated their efforts. Millennials report closer relationships with their parents than previous generations.

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### STUDY OF MILLENNIALS

The Pew Research Center recently completed a major study of Millennials. They describe the generation's "personality" as "confident, self-expressive, liberal, upbeat, and open to change." Findings included:

- About 60 percent were raised by both parents, far less than previous generations.
- Just 21 percent of 18 to 29 year-old Millennials are married. Twice as many in their parents' generation had wed by that age.
- 34 percent of Millennials are parents. About 33 percent of Millennial women who gave birth were unmarried, a much higher number than earlier generations.
- A majority say older adults are superior to them when it comes to moral values and work ethic.
- Millennials are more open to cultural shifts such as interracial relationships, gay couples raising children, and mothers of young children working outside the home.

### I'LL TELL YOU WHAT I WANT, WHAT I REALLY REALLY WANT

Millennials are entering the workforce with high expectations. Even in the midst of the current economic downturn, they are optimistic that they will earn good salaries, have flexible work schedules, and move quickly up the career ladder. In a survey by [Career-builder.com](http://Career-builder.com), more than 85 percent of hiring managers and HR executives said that they think Millennials have a

greater sense of entitlement.

In many ways, Millennials feel they are the equal of their elders. Their supervisors tend to be from their parents' generation. Having been close with their parents, they may not see workplace hierarchies as relevant. This has been a source of surprise and some tension in the work environment.

In contrast to Xers, Millennials prefer to work in teams. One trend supervisors nationwide have also noticed is a craving for continual feedback rather than annual performance appraisals.

### HOW TO WORK TOGETHER

What should older adults make of this generation that is tethered to the Internet, looks different in many ways, and is impatient for a promotion even while expecting flexible work schedules? And what do Millennials need to know about the culture of work so they can realize their high expectations?

For Traditionals, Boomers, and Xers:

- First, a reality check. Millennials are a highly-educated and accomplished generation. The majority of college-going Millennials did an internship (83 percent in 2008 compared to about 8 percent in the early 1990s). Whereas Xers might have worked at an amusement park, many Millennials spent their summers writing marketing plans or working on political campaigns. They deserve credit for this effort.
- Try to keep references to your colleagues' youth to a minimum. Avoid calling them "kiddo." Millennials want to be considered

adults, and belittling them may undermine team cohesion.

- Consider productivity, not just "face time." No, it's not appropriate for an employee to leave work early every day to coach lacrosse (true story!). But if your staff member is productive and reliable, there could be a middle ground.

For Millennials:

- Now for your reality check. Your Boomer and Xer supervisors have decades of experience. They have worked hard to get where they are. They've spent long hours at the office. They deserve credit as well.
- Part of advancing your career includes understanding business etiquette. Don't text excessively at your desk, do show up on time, and do dress appropriately for your role.
- With the line between public and private so blurred, it's not smart to post Facebook status updates about how bored you are at work (ask for a new project instead). It is a good idea to set your Facebook privacy settings high. Whether you choose to accept your boss's friend request, however, is up to you!

This completes our look into the three largest generations in our workforce. Remember, not every behavior is attributable to an employee's generation. Still, generational trends and personalities are an important facet of workplace diversity that's worth considering when we interact with our colleagues. 🇺🇸

## Millennials: Living Out Loud and Online

- **Seventy-five percent** of Millennials have social media profiles (**Facebook** was created by Millennial **Mark Zuckerberg**).
- About **20 percent** have posted videos of themselves online.
- Nearly **40 percent** have tattoos (versus 15 percent of Boomers).
- About **25 percent** have piercings other than on the ear lobe (six times more than older adults).
- **Eighty-three percent** of Millennials report sleeping with their cell phone on or next to their bed.



(Source: The Pew Research Center Study: [Millennials, Portrait of Generation Next](#))

## Contracts Signed With Temp Agencies

Human Resources recently conducted its bi-annual review of the university's temporary employment agency contracts. As a result, Lehigh has contracted with **Integrity Personnel** and **HTSS, Inc.** to provide short-term staffing across the campus for the next two years. Contact **Lori Claudio** at [loc205@lehigh.edu](mailto:loc205@lehigh.edu) or extension 83916 if you have any questions.

The following information was provided by the agencies to familiarize staff and faculty with their services.

### HTSS, INC.

**Pat Howells** launched HTSS nearly 20 years ago with an entrepreneurial spirit and the belief that a small, locally owned and operated company could provide world-class services. In today's diverse business market, HTSS, Inc. is proud to be a *Women's Business Enterprise National Council (WBENC)* and *Women Business Enterprise (WBE)* certified organization. As a woman owned business, HTSS strives to help its clients meet their supplier diversity goals, while providing top-tier talent and workforce output.

Since 1993, HTSS has continually refined its employment process to offer the most reliable and consistent service to both its clients and employees. The firm regularly reviews and improves its employment processes to remain on the cutting-edge of the industry and provide, what it considers, "*only the finest services and solutions for our clients.*"

HTSS thoroughly screens candidates using behavioral interviewing and in-depth skills testing specifically tailored to ensure that temporary employees possess the hard and soft skills needed to be successful at Lehigh. From placing an employee on-site to managing performance and attendance, HTSS, Inc. takes a dynamic approach to client solutions and strives to provide value-added services to its clientele.

The HTSS process includes detailed performance evaluations which allow the

agency to manage employee performance and provide feedback for continuous performance improvement. The company takes a diligent approach to attendance management and proactively track and follow-up by providing thorough attendance reports to clients while employees are on-site.

Through the years, HTSS's foundation has rested upon the high standard of excellence its employees have set for themselves. The long list of people who have found permanent jobs through HTSS and the high percentage of repeat business it receives provide outstanding testimonials of the company and its services.

For more information about HTSS, visit their website — <http://www.htss-inc.com> — or call them at 610-432-4161.

### INTEGRITY PERSONNEL

Competitive companies and institutions throughout the Lehigh Valley have relied on **Integrity Personnel, Inc.** as their "go-to" source for smart and highly skilled employees since 1987. Integrity Personnel, Inc., and its affiliate, **Integrity Business Services, LLC**, delivers staffing, recruiting, workforce consulting, and back-office support to employers across nine major industry sectors.

**Patricia A. Flemming** started Integrity Personnel as a temporary staffing agency providing small companies with secretarial and clerical support. Her goal was to create a business that helped women re-enter the workforce at a time when the introduction of the personal computer and standard office software required new skills to perform administrative tasks.

By becoming an early adopter of computer-skills training technology and creating a corporate culture that treated individuals with respect and empathy, Pat quickly built a team of high-performing and dedicated office professionals. They in turn helped Integrity earn the loyalty of many of the best employers in the Lehigh Valley.

Through the 1990's, the firm steadily grew both its client base and workforce

while it continued to adapt to the new technologies and skill sets required by its corporate clients. In 1998, Pat was recognized for her firm's positive contribution to the area's economy by being named one of *Pennsylvania's Best 50 Women in Business*.

As the firm expanded to provide comprehensive recruitment services and business process outsourcing, the company's leadership transitioned to the second generation when **Kevin F. Flemming** was named president at the end of 2003. Kevin came to the company from the Fortune 500 in 1997 and led the expansion of Integrity's business lines.

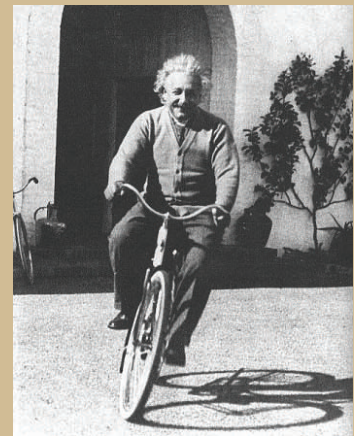
Since 1995, Integrity has provided the many academic and administrative departments of Lehigh with highly skilled administrative and support personnel to fill both temporary and regular positions.

In coordination with Human Resources, Integrity supplies staff to all Lehigh departments to cover workload increases, special projects, and fill-in coverage for employees on leave or when positions are vacant.

For more information about Integrity visit the agency's website—[www.integritypersonnel.com](http://www.integritypersonnel.com)— or call them at 610-433-3500.

**Not everything that counts can be counted. Not everything that can be counted counts.**

— **Albert Einstein**



## Vacant Position Review Group Completes Its Work

On June 30, 2010, the *Vacant Position Review Group* (VPRG) concluded its work. Recently they presented a report on its accomplishments to the *Strategic Planning Implementation Group* (SPIG).

While Lehigh's leaders and managers have always worked with Human Resources (HR) to assess staffing needs as positions became vacant, the challenging economic climate highlighted the need to scrutinize expenditures.

In a December 2008 *Economic Update* memo, the senior officers specifically requested "careful examination of all open staff positions." Between December of 2008 and March of 2009, HR, department heads, and senior leaders worked together to review all staff positions that were already posted – and any new positions that turned over.

Everyone involved was asked to consider alternatives to filling vacant positions, such as re-assigning duties; job-sharing; and using work study, wage, or temporary employees. They were encouraged to analyze whether the vacant position supported university goals, if the position was related to new initiatives or ongoing needs, and the consequences of not filling the position. During that period, 12.2 FTE (full-time equivalent) positions were not replaced.

### ESTABLISHMENT OF VPRG

In early 2009, the university's senior leadership recommended establishing a formal process to review and, if appropriate, approve requests to fill vacated staff positions. The *Vacant Position Review Group* (VPRG) was formed in March of that year. The group was comprised of a faculty representative from the *Faculty Financial Planning and Operations Committee* (FFPOC); a staff representative from the *Employee Relations Advisory Committee* (ERAC); the Associate Vice President for Human Resources; the Director of the Budget

Office; an Academic Affairs representative; and representatives from Advancement, Athletics, and Communications and Public Affairs.

From March 12, 2009 through June 30, 2010, the VPRG met 25 times and approved filling 110 positions. Early on, the VPRG found that stem leadership and hiring managers rigorously reviewed each case internally prior to being placed on the VPRG case docket. The result was that all positions that came before the VPRG were deemed essential. In all, 30.64 FTE positions that turned over during this period did not come before the VPRG. When combined with the 12.2 FTE not replaced during the December 2008 to March 2009 period, this represents \$635,400 in salary and benefit dollars which were re-directed to financial aid, a priority for the university.


### RECOMMENDATIONS

At the end of the academic year VPRG members gathered to review their work and make recommendations. Among their observations, they noted that more attention needs to be given to planning for retirements and routine staff resignations. The group recommended taking a more proactive approach that can be holistic rather than opportunistic. They also noted the value of exploring the use of the university's student workforce for more meaningful assignments. Another area they suggested might merit exploration is an "internship" program for high potential staff that would allow them to rotate through a number of functions in a similar fashion to management trainee programs in private industry.

Going forward, the staffing principles developed by the *Strategic Plan Implementation Group*, as well as practices evolving from the VPRG, will guide staffing decisions. HR will continue to work closely with hiring supervisors and stem leadership. They will also sustain and build on the heightened attention to alternative approaches to staffing.

We could only provide an overview in this article. If you're interested in more detailed information members of the VPRG, staffing reduction strategies,

and reports on actual staffing activity and financial savings, you are encouraged to read the VPRG's final report on the portal. To access the report:

1. Go to the Lehigh Portal (<https://cp5.cc.lehigh.edu/cp/home/displaylogin>)
2. Sign in using your Lehigh ID and password
3. Select the "Employee" tab at the top
4. Go to the "Human Resources" channel on that page
5. Select "Vacant Position Review Group Final Report." 

## The Password is....



"Password" used to be a game show, but today it's your defense against hackers and identity theft.

Recently, Internet security firm **Imperva** studied more than 32 million exposed passwords. Below are the 10 most common phrases used as passwords. Don't make it this easy for someone else to invade your privacy!

1. 123456
2. 12345
3. 123456789
4. password
5. iloveyou
6. princess
7. rockyou
8. 1234567
9. 12345678
10. abc123

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## Important Benefits Updates

### NEW DENTAL PLAN ID CARDS


In order to enhance the privacy of your personal information, **United Concordia** (the administrator of Lehigh's dental plan) has discontinued use of Social Security numbers on member identification (ID) cards.

If you are enrolled in Lehigh's dental plan, by now you should have received new cards with a unique member ID number in place of your Social Security number. Please destroy the old ID cards and begin using the new cards for all future plan transactions.

The cards you received will bear only your name, but they can be used by any person on your coverage. If you would like additional ID cards, you can request them by contacting United Concordia at **1-800-332-0366** or by accessing the plan's web site: <https://secure.ucci.com/ducdws/member.xhtml>.

### SIGNIFICANT CHANGES COMING FOR FLEXIBLE SPENDING ACCOUNTS

If you participate in a **Health Care Flexible Spending Account** at Lehigh, please take note that a new federal law effective **January 1, 2011**, places some additional restrictions on the use of these accounts. Beginning on that date, over-the-counter medications will no longer be eligible for reimbursement from your flexible spending account *unless* you or others on your plan have been directed to use them by a doctor.

Specific directions for documenting your doctor's directions to use such medications have not yet been released. We are monitoring the situation and will share instructions as soon as they are available. 

## Shopping For Personal Insurance?

Eligible faculty and staff members can purchase personal insurance through payroll deduction from the **Liberty Mutual Insurance Company**. The benefits of the program include a twenty percent discount on auto and homeowner's rates, a twelve-month payroll deduction plan, annual policies, no down-payment to start a policy, no finance charges, and free roadside assistance.

Liberty Mutual makes monthly visits to campus. **The next visit will take place on August 19, from 11:00 a.m. to 2:00 p.m. in Room 401 of the University Center.** For more information or free quotations, you can also contact Liberty Mutual at 610-398-9800 extension 51476.



## HR Reminders

- ✓ Remember that **floating holidays do not carry over from year to year**. During the 2010-2011 fiscal year, you have four floating holidays to use before 6/30/11.
- ✓ **If you are retiring or moving on from employment at Lehigh and have a Health Care Flexible Spending Account**, your plan year ends at the end of the month in which your employment ends. You may request reimbursement only for expenses incurred before your separation. You have three months following your separation to submit paperwork.
- ✓ If you have a child attending Lehigh in the fall semester, send an email to **Betty Konczyk** ([bjk208@lehigh.edu](mailto:bjk208@lehigh.edu)) or **Alice Sikorski** ([ams404@lehigh.edu](mailto:ams404@lehigh.edu)) with your information.
- ✓ If you are a faculty or exempt staff member with a child starting college at a school other than Lehigh, send an email to **Betty Konczyk** ([bjk208@lehigh.edu](mailto:bjk208@lehigh.edu)) or **Alice Sikorski** ([ams404@lehigh.edu](mailto:ams404@lehigh.edu)) to find out about your Tuition Cash Grant benefits.

## ERAC Wraps Up Successful Year

The 2009-10 year was busy and productive for the *Employee Relations Advisory Committee (ERAC)*. Some of the highlights included the following:

### BROWN BAG LUNCHES

**Implementation of Lehigh's Strategic Plan** – Guest speakers included **Pat Farrell** (Provost), **Peggy Plympton** (Vice President for Finance and Administration) and **Carl Moses** (Deputy Provost). They provided some information and strategies to have staff become engaged in the process, in addition to answering individual questions.

**Demystifying the Admissions Program** – This program has now become an annual Brown Bag. Staff from Admissions, Financial Aid, and Human Resources presented information to staff members who are navigating the college search process with their high school-aged children.

**Sustainability** – Staff members and others explained how sustainability initiatives have progressed since the previous brown bag lunch and what other plans are on the horizon.

**Emergency Preparedness** – An overview was provided regarding the Lehigh University Police Department, its responsibilities and actions taken to help ensure the safety of the campus community.

**Lehigh Community Connections** – Dale Kochard, Assistant VP of Community and Regional Affairs, explained the partnership that his office hopes to create between Lehigh University and the South

Side community. He also explained the current campus activities managed through his office.

### SOCIAL EVENTS

**Faculty/Staff Appreciation Night** – Faculty, staff, and their families were invited to join Lehigh Athletics and ERAC on January 27, as the women's basketball team faced a Patriot League rival in Bucknell University.

**Musical Myth and Magic** – On March 26, ERAC sponsored an appreciation event at Zoellner including the LU Choir, Glee Club, and Dolce.

**Family Night** – On June 5, ERAC arranged for a family night outing at Coca Cola Park to see the Iron Pigs take on the Charlotte Knights.

### GUEST SPEAKERS AT ERAC MEETINGS

- **Peggy Plympton and Carl Moses** discussed how ERAC could assist with engaging staff in the Strategic Plan.
- **Carolina Hernandez** discussed the Council on Community and Equity (CEC) and how this group and ERAC could assist one another.
- **Gary Falasca** discussed a number of Facilities Services related topics and questions that ERAC members had heard from various staff members.
- **Mark Ironside** discussed the many aspects of Business Services and how this area interacts with the various departments across campus.

### UNIVERSITY INITIATIVES

**Benefits Allocation Review** – ERAC representatives served on this committee. The most up-to-date information will continue to be communicated to the campus community in the coming months.

**Protocol for announcing deaths of currently employed faculty and staff** – Worked with Human Resources and other groups across campus to create a procedure that was acceptable to Senior Management.

**Draft Telework Policy** – Reviewed, with representatives from Human Resources, and provided them with thoughts and questions regarding potential issues and concerns.

**Winter Break** – Reviewed with Peggy Plympton the possibility of closing the university between Christmas and New Year's Day. It was concluded that this would not be instituted as a University holiday, but we need to communicate the message that staff can utilize floating holidays and vacation time during this period. If a department feels it is capable of closing during this time without interrupting business that would need to be communicated also.

**United Concordia LIN** – Worked to have Social Security Number removed from membership cards and replaced with employee numbers (see page 5).

**Medco** – There was a lack of understanding on the part of the staff related to this new prescription program. Theresa Scaturo, a Medco rep, was invited to an ERAC meeting. She explained the program and listened to the concerns of the staff.

**ERAC** Employee Relations Advisory Committee  
Lehigh University

## TIAA-CREF Ranks Most Trusted in Recent Study

TIAA-CREF, the financial services organization that manages Lehigh's retirement investments, finished first in their category in this year's **EquiTrend Study** conducted in January by **Harris Interactive**. The study measures consumer perceptions of more than 1,000 brands across 42 categories. **Vanguard**, one of Lehigh's voluntary retirement savings plan providers, ranked second behind TIAA-CREF.

According to TIAA-CREF, between the onset of the financial crisis in 2008 and the end of 2009, more than 285,000 people moved their investments to TIAA-CREF. The company is the largest private retirement system in the US, managing the retirement savings of 3.7 million Americans in the academic, research, medical and cultural fields.

## Coffeepot Chatter or Water Cooler Wisdom

**Maria:** Good morning Harry. Congratulations on the promotion.

**Tom:** Yeah, Harry. I can't believe you are going to be our boss.

**Harry:** Thank you, but I don't think much will change. We've always worked well as a team.

**Maria:** Oh, it will change. The dynamics are different, Harry. You, of all people, should know that.

**Tom:** Yeah, you'll be doing our performance appraisals.

**Maria:** Right Tom! If one of us were being promoted, what advice would Harry give us?

**Tom:** He'd say, "You should sign up for all the supervisory workplace learning programs you can."

**Harry:** You two know me too well. I hope I didn't delete the most recent Workplace Learning email message.

Becoming a supervisor is an exciting – and daunting – moment in anyone's career. Harry is embarking on a new adventure, and although he thinks things won't change much, he'll probably soon find there's more to being a supervisor than approving vacation days. Supervisors need to understand issues like harassment, employee relations, the do's and don'ts of evaluating staff members, and more. They also need to develop and sustain their leadership skills so they can motivate their staff to achieve their goals and those of the university.

Being promoted within one's own department carries with it additional challenges as well. As roles shift, formerly friendly colleagues may be more guarded. Harry may find the coffeepot chatter quiets down when he walks by.

Leading a team of employees is a rewarding, if at times frustrating, enterprise. But if you're a supervisor, you're not alone! At Lehigh, the Human Resources department's **Workplace Learning and Performance** team provides a wealth of resources to those staff

and faculty who have become supervisors or are considering career advancement opportunities. These include:

- Better Business Writing
- Career Coaching for Managers
- Career Management Series
- CareerPower
- Crucial Conversations
- GPS Performance Management
- How to Receive a Performance Appraisal
- IBH Presents Series
- It's Not Just About Sex Anymore (required for all supervisors)
- Legal Updates
- Performance Appraisal Clinics
- Project Management
- Real Time Coaching: What's your game plan?
- Supervisor Series
- Time Management

Other leadership development opportunities are available through the Iacocca Institute and Northampton Community College's Learning Connection. The Workplace Learning staff can



also provide departmental training on a variety of topics. For additional information or if you have questions, contact:

- **Judy Zavalydriga**, Manager for Employee Relations, Workplace Learning and Performance, extension 83897 or [jaz308@lehigh.edu](mailto:jaz308@lehigh.edu)
- **Linda Parks**, Human Resources Associate, extension 85195, or [linda.parks@lehigh.edu](mailto:linda.parks@lehigh.edu)
- **Mary Jo McNulty**, Human Resources Associate, extension 83894, or [mjd4@lehigh.edu](mailto:mjd4@lehigh.edu)

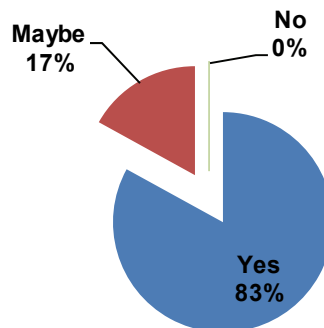
<b>Workplace Learning and Performance Training Opportunities</b>		
Ongoing	<b>Real Time Coaching—Your Game Plan</b>	1st & 3rd Fridays
AUGUST		
Various	<b>GPS: Lehigh's Performance Management System</b>	9:00 to 10:30 a.m.
17	<b>Supervisor Series: FMLA</b>	8:00 to 9:30 a.m.
SEPTEMBER		
15	<b>Career Power Part I</b>	8:30 a.m. to 2:00 p.m.
16	<b>Career Power Part II</b>	8:30 a.m. to noon
21	<b>Supervisor Series: Safety and Workers Comp</b>	8:00 to 9:30 a.m.
29	<b>It's Not Just About Sex Anymore</b>	9:00 to 10:30 a.m.
DECEMBER		
8	<b>Effective Business Writing (\$100 cost)</b>	9:00 a.m. to 4:00 p.m.
To register for these programs, visit <a href="http://www.lehigh.edu/HRtraining">www.lehigh.edu/HRtraining</a> . If you have questions, contact <b>Mary Jo McNulty</b> at extension 83894 or <a href="mailto:mjd4@lehigh.edu">mjd4@lehigh.edu</a> . For more information about Workplace Learning opportunities, visit <a href="http://www.lehigh.edu/~inhro/Schedule.htm">www.lehigh.edu/~inhro/Schedule.htm</a> .		

## Exit Interviews

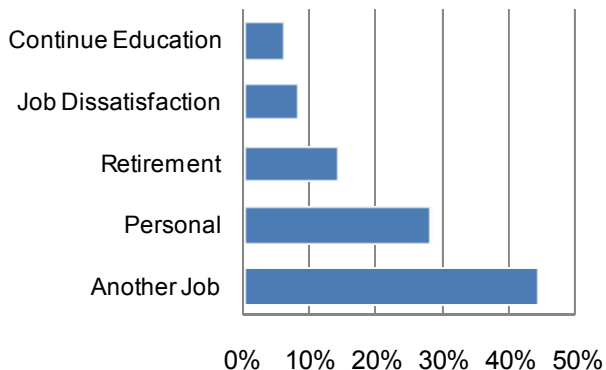
Whenever an employee leaves Lehigh, the Human Resources Department will invite that person to participate in an exit interview. The objective is to gather information for the betterment of current and future staff.

The following data was gleaned from exit interviews conducted during the 2009-2010 fiscal year, which ended June 30, 2010.

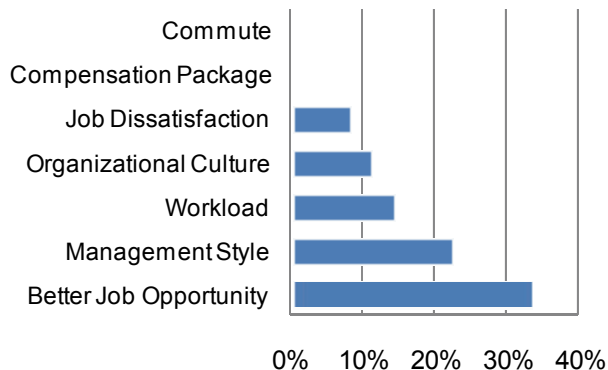
### Would you recommend Lehigh as a good place to work?



### Reason for Leaving Lehigh



### Key Factor Influencing Decision



### Suggestions For Improving The University

**More networking, fewer silos**

**Clear career paths for young professionals**

**Open communication across stems in an effort to be one Lehigh; a greater sense of community**

**A renewed commitment to diversity**

**Equal treatment for exempt and non-exempt employees**

**note:** 11 respondents had no suggestions. Some of the above selected suggestions were made by multiple respondents.

Total Voluntary Terminations

61

Total Exit Interviews

36

Participation Rate

59%