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## How Do We Ask the Right INTERVIEW QUESTIONS?

by *Tammy Erickson*

*Start with the résumés. You learn a lot about candidates—not only from what they tell you, but what they exclude—their effectiveness as a communicator and the overall presentation. The devil is in the details, so watch the details. Review each résumé for specific skills, experience and quantifiable attributes that align with the position you wish to fill. Check employment dates, being mindful of large gaps in employment—why might that be? Note also basic fundamentals such as grammar, spelling, font choices and the general layout. Lack of professionalism/attention to detail in a résumé is a sure warning sign that you can expect the same from their work.*

*Skill assessments are another good way to objectively qualify desirable candidates. If you have assessments, send them out before phone*

*screenings and use them as proof of the skills required. Candidates who pass the résumé review and skill-assessment phase are worth a brief phone screening.*

*Keep these initial screenings to five minutes and ask the following four questions, but remember not to discuss the company or position before you qualify them through your process.*

- *In one minute or less, walk me through your current responsibilities. (The objective is to assess whether a person really possesses the experience and skills required.)*
- *Why are you looking? (You need to understand their motivation—why you, why now?)*

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*Note basic fundamentals when reviewing a resume, such as grammar, spelling, font choices and the general layout.*



# The Shift From Chief Executive To Chief Influencer

There is finally room at the top for a new word: "Influencer."

In most industries, we've long ago moved away from the stereotypical existence of a boss who is a cigar-chomping, hard-charging guy in suspenders barking out orders to everyone within sight. The template for business leadership used to be very limited: A title, strategic directives, meetings, and a "management" mindset of supervising people and projects. Underlying that mindset? A single-minded focus on self-interest and the company's bottom line.

But times change. And so, for a variety of reasons, are leadership models in boardrooms across America—and the world.

In a 2010 global study that surveyed 389 business leaders from 28 different countries, it was determined that management style had changed significantly in the past few years. Instead of a strict authoritarian top-to-bottom style as in the past, the head honchos now had a more participatory viewpoint towards their duties, allowing for more individualized thinking and ownership amongst their colleagues.

It reflects what Peter Grauer,

head of Bloomberg, calls "the 'and' factor." Instead of an "either/or" approach to leadership, we are evolving into an "and/or" dynamic that's healthier and allows for more viewpoints to be heard and taken into account. The leader should be more of an "Influencer" than a "boss"—because it promotes happier and more productive employees.

Why is this rapid evolution in leadership taking hold at this moment in time? There are several important reasons:

### The New Economy

Since the recession took hold in 2008, the concept of "business as usual" is gone for good. The old systems have been rocked to their core and there is now both the room and the need for "new style" leaders who can do more with less, and that requires working more closely with everyone internal and external to the organization to achieve the necessary results.

### The New Generation

As Baby Boomers head closer to retirement, Generations X and Y are moving into more prominent business roles, and the

new kids on the block have a completely different value system than their predecessors. Gens X and Y want more of a balance between work and life — they've seen their parents work hard for companies that did not always reward that loyalty. They are also more independent — and yet, ironically, also put more of a value on teamwork, leveraging technology to facilitate group work efforts. New generation leaders completely blur the line between friends and play versus co-workers and 'work'...they are living transparently in social media.

### The New Demographics

More and more women are ascending to business leadership positions. Studies show that women now fill the majority of jobs in America and that 60% of all masters degrees are also going to women. This isn't just a U.S. phenomenon: a third of all the CEOs in Thailand and senior management positions in China are women. Female leaders tend to also have different approaches to leadership than their male counterparts.

### The New Technology

Let's hit the big cliché button right now and get it over with: The Internet has changed everything. Instant e-communication tools and social media do more than motivate an open corporate culture — they make it almost inescapable. Arbitrary management decisions that override the facts and secret dictatorial commands that defy common sense face exposure at every turn — and that means transparency must be given at least lip service, if not a complete embrace.

### The New Reality


All of the above "new" reasons combine to create a new reality in which business can't be just about business anymore: People need to be a vital part of the equation in a way they haven't been before. Employees don't want to just work for a paycheck anymore — they want to be part of companies they respect and which respect them in turn. They don't want a new title, they want a better life. Concerns about broader social issues are increasing and they want those concerns reflected in how a business operates.

## INTERVIEW QUESTIONS

CONTINUED FROM PAGE 1

- *What are you looking for in your next position/employer? (If the answer does not gel with your company or the position, stop the interview and move on. Don't waste your time, or theirs, trying to change their mind or talk them into your company.)*
- *What sets you apart from your competitors on this position? (The person ought to be able to clearly articulate the value he or she brings to your organization. Today, everyone must bring value to the table. If they can't answer or communicate well on the phone, they'll never be able to do it once hired.)*

During this screening call, you are looking to uncover a few basic fundamentals: Does the candidate speak and communicate effectively? Are you getting straight, honest and engaging dialogue? Do you sense a healthy self-esteem—solid confidence but paired with enough humility to work with your team, clients and vendors? Does the candidate have the skills that you're looking for? And perhaps most important—what does your gut tell you? Initial intuition is remarkably accurate. How many times have you talked yourself into hiring someone you were initially apprehensive about but who worked out well?

Provided the candidate passes these initial checkpoints with flying colors, tell him or her about the position and extend the invitation for a formal interview. If not, let the candidate know right then and there that it doesn't sound like a good fit. You owe the person that much, and the finality makes it easier for you to move on to the next option. 

## From the President's Desk »

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The upshot of all this? Instead of issuing top-to-bottom orders, business leaders must step up and fully assume the role of Influencer to achieve the best results. When they provide a collaborative dynamic with employees and when they provide that all-important element of inspiration that drives us all to give our best, it's a win-win for all concerned.

So...do your employees want to follow you – or do they feel they have to?



# We're 25!

Be sure to check out the [25th anniversary website](#) for interesting details about our history, information about Peoplelink media coverage and awards, reviews by our customers and fun facts!

## Peoplelink Processes.

Better sourcing. Better screening. Better planning. By implementing better operating procedures, Peoplelink can give you access to a deeper pool of talent, reduce the risk of hiring mistakes, and make sure you get the people you need – where and when you need them.

Our patented, 6-step, candidate evaluation process, Assurelink®, allows Peoplelink to deliver all this and more by digging deeper to obtain more information about each candidate.

We also go the extra mile to combine successful placements with extensive assignment tracking, reporting, and follow-up processes – all customized to meet your unique staffing needs.

By taking a more thorough approach to hiring, we can consistently deliver the right people – and the best results, every time.



For more information, call Jeannine Victor at 574.232.5400 x 261.



# Meet **ROSEANN MANCINI** »

## Branch Manager

Greensboro, North Carolina

### » How long have you been in the staffing business?

Next April 1, it will be 33 years. I've enjoyed every year of it!

### » What was your first job?

#### What do you remember most about it?

My very first job was at 15 working at Keystone Shoes in Pittsburgh, PA. I made enough money each week to buy a new outfit to wear to the local YMCA dance. A girl couldn't wear the same dress or shoes twice! But, back then, a new outfit cost less than \$15!

### » Who was the worst boss you ever had and why?

Well, I've had a few but, if I have to pick just one, it would be ME. I'm harder on myself than any boss could be. I have very high standards and expect way too much of myself.

### » What motivates you each day to sell and service your clients?

I love my clients. I'm motivated by the friendships we've built on mutual trust and the opportunity they give me as a resource for their staffing needs while genuinely caring about their everyday lives.

I am also motivated by my staff. They give 110% every day. We work together as a team and keep each other up and on our toes. And, I am excited most every day by the opportunity to empower our associates to change the course of their life with a new job.

» **What are some of your long-term goals?** Continue to run a successful branch for Peoplelink until I retire. Then,

fulfill my dream of a world cruise and devote as much time to volunteerism as possible. Or, I just might marry Jimmy Buffet and "Waste Away in Margaritaville"...

### » What makes Peoplelink unique, from your perspective?

I personally think Peoplelink's business ethics are superior. Every procedure is followed legally. It's not always about the bottom line; it's about the PEOPLE first. I appreciate our business model with respect to how it fosters an entrepreneurial spirit in our team members but has a structured corporate support team to assist us when we need guidance.

### » What makes you successful in your current role?

I think my honesty and integrity has made me successful. My passion for the staffing industry along with a very strong work ethic has carried me this far. My knowledge and experience has allowed me to nurture relationships with my clients and become a resource to them through mutual trust.

### » What is the best advice you could give to other Peoplelink staff members?

Approach everything with honesty and fairness. It is not as important to be right as much as it is to do the right thing. Always put yourself in the customer's shoes to try to see things from their perspective and understand how their business runs. Treat everyone fairly and with respect. Practice being a good listener.

### » What is your favorite movie?

*Pretty Woman* and *Dirty Dancing*... a girl can dream, can't she?

**Book?** I really don't have a favorite but I tend to lean towards non-fiction and historical biographies. I recently enjoyed *Decision Points* by George W. Bush.

**Drink?** Riesling, Pinot Gris or Sangria.

### » If you could have any car, you want, what would it be?

Mercedes Benz, SLK 350 Roadster. But, I'm very happy with my Honda Accord!

### » What is the greatest feature about Greensboro, NC?

Greensboro is the third largest city in North Carolina but still has a small town feel. We are in the center of the Piedmont Triad area and exact center of the state where two major interstates pass through (I-40 E/W and I-85 N/S) so we can drive to the mountains to the west or the beach to the east. The industry and population here is also very diverse which allows numerous cultures to succeed here.

### » How do you unwind when you're not at the office?

Spending time and staying in touch with family and friends; making sure my grandson always knows that he is the center of my world; a glass of Riesling; and watching my favorite TV shows: *Revenge*,



*Grey's Anatomy*, and of course, *Dancing with the Stars!*

### » What do people like most (least) about you?

**Most:** I think they appreciate my integrity and that I always seek to be fair. I think they also view me as honest, trustworthy, and knowledgeable about my job.

**Least:** I am a perfectionist and I know that sometimes can bug some folks.

» **Anything else you can think of?** I am a "die-hard" football fan! Can anyone guess what my favorite NFL team is? **Hint:** Who has won more super bowl rings (6) than any other team? Yes, I bleed Black and Gold...Go Steelers! 🏈



## Ricardo Rangel

Peoplelink is pleased to announce that **Mr. Ricardo Rangel** is our November Shining Star. Ricardo is a Line and Deck Operator for American Licorice. He reports to the Westville, Indiana Peoplelink branch.

Ricardo has been with American Licorice since March. He started out working on the packing line. Spotting his potential during his first week on the job, Ricardo's supervisors moved him to the kitchen, the most technical role at American Licorice. Since then, Ricardo has been offered a full time position with American Licorice.

According to Ricardo's Supervisor, Ashley Bellen, Ricardo is very knowledgeable and dependable. He is quick to take initiative and work on anything that needs to be done. His attendance is exceptional and his attitude is always positive.

While at work, Ricardo enjoys monitoring line duties. In his free time, Ricardo likes to lift weights and attend church with his family.

Congratulations to Ricardo for being Peoplelink's November *Shining Star!*

*Pictured left to right: Dan Avery (Plant Manager), Ricardo Rangel, Ashley Bellen (Shift Coordinator).*



Find your shining star! Contact Peoplelink at 574.232.5400.

# Bright Ideas

## What is job rotation?

Source: HR.BLR.COM

Job rotation is a “process that systematically identifies, assesses and develops talent for readiness for specific organizational needs.” Dr. B. Lynn Ware explained during a recent BLR webinar. It is more of a business planning function than an HR function because it looks at the talent needs of the organization from a strategic perspective and identifies potential shortfalls for the future. A job rotation program can be put into place to help address the needs of the organization.

Having a plan in place will help defend an organization against disruptive changes like employee turnover, and it will also help current employees by

giving them the opportunity to develop new skills through cross-training. Job rotation programs can be a win-win for employees and the organization.

### Job Rotation in Context

Job rotation has many meanings and definitions to different people. In the past, job rotation typically targeted only key leadership positions and was used as a form of leadership development to allow those on the leadership track to be exposed to many different areas of the organization.


Now job rotation has a much broader application than it used to have. It's certainly not just for leadership

development anymore. In today's organizations, it is important for key positions in a variety of job categories to have contingency plans to cover both turnover and absences. With good job rotation, employees are not only ready for new leadership roles as the need arises, but also when someone leaves, a current employee is ready to step up to the plate.

### Job Rotation Benefits

As just outlined, job rotation programs can help cover turnover and absences. This is important, especially as the economy picks up. It's also a major issue in today's workforce where it is more commonplace

to change jobs frequently. To put this in perspective, what would happen if a star employee decided to leave? Would there be a smooth transition? What would be the financial impact of lost productivity, recruitment, and training costs? What would be the damage to the bottom line and to the company's reputation with clients? When all of these aspects are considered, the financial benefit seems obvious.

Job rotation involves understanding the organization's long- and short-term goals and objectives and then identifying the workforce's developmental needs to meet those objectives. It also must factor in workforce trends and predictions. 





# Best and Worst U.S. Industry Job Markets

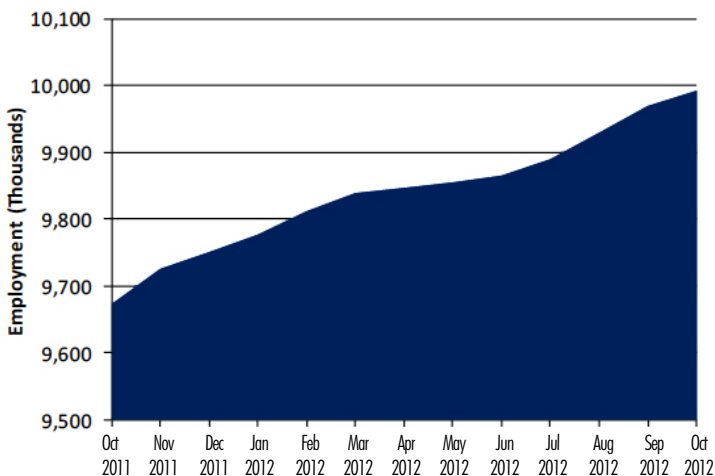
## Key Findings:

Source: Staffing Industry Analysts

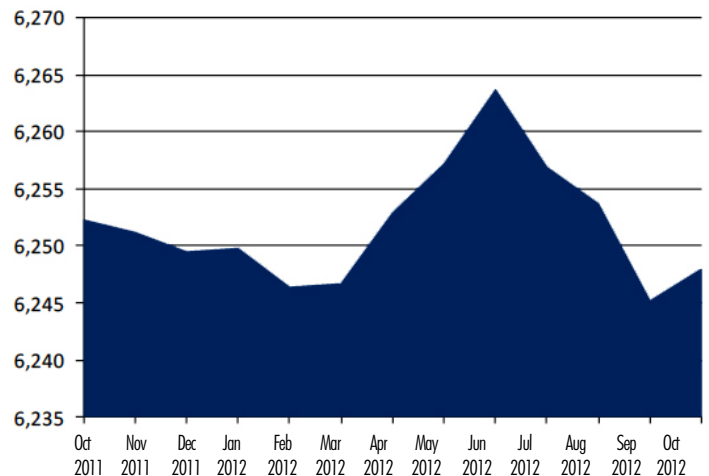
- This Insight is a comparative analysis and ranking of growth trends in employment among 73 industries in the United States based on seasonally adjusted employment figures for the twelve month period ending October 2012.
- The top five industries in terms of sustained job growth were: Food services and drinking places, ambulatory health care services, state government education services, local government education services, and clothing and clothing accessories stores.
- The five worst-performing industries, in terms of sustained job losses were: Local government excluding educational services, accommodation, computer and electronic product manufacturing, state government excluding educational services, and air transportation.
- Food services and drinking added 319,800 jobs in the past 12 months, while local government excluding education services lost 4,300.
- Industry markets are evaluated based on both employment volume growth and trend. For the reader's convenience, we have distilled these two factors into a "Growth Score," which we offer as an accessible indicator of the relative overall robustness of staffing trends in each labor market. Degree of acceleration/ deceleration is symbolically indicated.

*The data included in this report represent an analysis of employment levels from the U.S. Bureau of Labor Statistics' Current Employment Statistics (CES) program. The program surveys 150,000 businesses and government agencies, representing roughly 390,000 individual worksites. Industries were derived from an original list of 150 industries, representing a BLS-iteration of the NAICS.*

### Food Services and Drinking Places



### Local Government Excluding Educational Services



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## Best and Worst U.S. Industry Job Markets

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### U.S. Industry Job Markets, Ranked by Relative Strength in Employment Trends

	Industry	Score	Average Monthly Change			Acceleration/ Deceleration	Total Nonfarm
			12 months	6 months	3 months		
1	Food Services and Drinking Places	92	23.7	26.1	34.8	↑	9,992
2	Ambulatory Health Care Services	87	16.4	16.5	22.0	↑	6,415
3	State Government Education Services	84	4.9	7.1	15.8	↑	2,449
4	Local Government Education Services	83	-0.1	12.6	12.3	↑	7,874
5	Clothing and Clothing Accessories Stores	70	2.0	6.0	6.5	↑	1,398
6	Offices of Physicians	68	5.6	4.9	7.0	↗	2,450
7	Hospitals	68	6.3	5.2	6.9	--	4,839
8	Miscellaneous Store Retailers	67	2.7	4.3	6.1	↗	798
9	Credit Intermediation and Related Activities	65	3.9	4.6	5.7	↗	2,607
10	Computer Systems Design and Related Services	65	6.6	7.0	5.6	--	1,624
11	Motor Vehicle and Parts Dealers	63	1.7	2.3	5.9	↑	1,732
12	Services to Buildings and Dwellings	62	0.2	0.2	7.3	↑	1,801
13	Social Assistance	62	3.4	4.5	4.6	↗	2,648
14	Employment Services	58	17.9	8.2	-1.2	↓	3,204
15	Temporary help services	58	15.6	7.6	0.2	↓	2,540
16	Business Support Services	57	1.3	3.2	3.4	↗	833
17	Food and Beverage Stores	56	4.2	3.9	3.4	--	2,889
18	Merchant Wholesalers, Nondurable goods	56	3.4	2.6	3.6	--	1,989
19	Educational Services	55	6.8	4.3	3.0	↓	3,338
20	Food Manufacturing	55	2.3	2.6	3.2	--	1,474
21	Health and Personal Care Stores	55	1.8	2.4	3.2	↗	1,009
22	Religious, Grantmaking, Civic, Professional, and Similar	55	2.3	2.0	3.3	--	2,923
23	Warehousing and Storage	53	1.7	2.4	2.6	--	668
24	Personal and Laundry Services	53	1.3	2.5	2.5	↗	1,307
25	Insurance Carriers and Related Activities	51	0.9	1.2	2.6	↗	2,290
26	Amusement, Gambling, and Recreation Industries	50	0.3	1.6	2.1	↗	1,391
27	Architectural, Engineering, and Related Services	49	2.5	1.0	2.2	--	1,330
28	Truck Transportation	49	4.0	3.1	1.3	↘	1,354
29	Management of Companies and Enterprises	48	2.6	2.4	1.5	↘	1,957
30	Depository Credit Intermediation	48	0.6	0.4	1.9	↗	1,752
31	Chemical Manufacturing	48	0.7	0.9	1.7	--	803
32	Repair and Maintenance	46	-0.1	1.5	0.9	↗	1,167
33	Real Estate and Rental Leasing	46	2.2	0.5	1.7	--	1,961
34	Rental and Leasing Services	46	1.0	0.5	1.4	--	518
35	Support Activities for Transportation	45	1.1	0.5	1.2	--	585
36	General Merchandise Stores	44	-5.9	-3.5	3.2	↑	3,061
37	Transportation and Equipment Manufacturing	43	6.3	3.7	-1.9	↓	1,469
38	Nursing and Residential Care Facilities	43	2.4	1.5	0.3	↘	3,201
39	Petroleum and Coal Products Manufacturing	43	0.0	0.1	0.6	--	115
40	Plastics and Rubber Products Manufacturing	43	1.2	1.0	0.4	--	650
41	Legal Services	42	0.5	0.4	0.4	--	1,122
42	Publishing Industries (except Internet)	41	-0.7	0.0	0.0	--	739
43	Pipeline Transportation	41	0.1	0.1	0.1	--	44
44	Real Estate	41	1.3	0.1	0.3	--	1,420
45	Sporting Goods, Hobby, Book, and Music Stores	41	0.9	-0.7	0.5	--	573
46	Federal Government	41	-3.4	-2.5	0.2	↑	2,804
47	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	40	0.1	-2.0	0.6	--	953
48	Fabricated Metal Product Manufacturing	40	4.8	1.4	-0.9	↓	1,405
49	Electrical Equipment, Appliance, and Component Manufacturing	39	0.4	-0.4	-0.3	--	372
50	Internet Service Providers, Web Search Portals, and Data Processing Services	39	-0.2	-0.1	-0.6	--	240

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## Best and Worst U.S. Industry Job Markets

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### U.S. Industry Job Markets, Ranked by Relative Strength in Employment Trends

	Industry	Score	Average Monthly Change			Acceleration/ Deceleration	Total Nonfarm
			12 months	6 months	3 months		
51	Broadcasting (except Internet)	39	-0.1	-0.7	-0.4	--	278
52	Semiconductor and Other Electronic Component Manufacturing	38	-0.1	-0.3	-0.6	--	387
53	Computer and Peripheral Equipment Manufacturing	38	0.4	0.0	-0.6	--	165
54	Couriers and Messengers	38	0.0	0.0	-0.7	--	521
55	Securities, Commodity Contracts, and Other Financial Investments	38	-0.2	0.1	-0.8	--	802
56	Communications and Equipment Manufacturing	38	-0.5	-0.4	-0.8	--	107
57	Telecommunications	38	-2.2	-0.8	-1.2	--	829
58	Machinery Manufacturing	38	2.8	0.0	-0.7	↘	1,103
59	Merchant Wholesalers, Durable Goods	38	3.3	1.9	-1.9	↓	2,794
60	Building Material and Garden Equipment and Supplies Dealers	38	1.1	-0.9	-0.4	↘	1,154
61	Nursing Care Facilities	37	-0.5	-0.5	-0.9	--	1,660
62	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	37	-0.3	-0.9	-0.7	--	399
63	Rail Transportation	37	-0.1	-0.8	-0.8	--	230
64	U.S. Postal Service	36	-1.3	-1.8	-1.1	--	607
65	Printing and Related Support Activities	34	-0.9	-1.3	-1.7	--	451
66	Primary Metal Manufacturing	34	0.8	-0.3	-1.8	↘	406
67	Department Stores	34	-6.2	-6.2	-2.8	↗	1,505
68	Electronics and Appliance Stores	34	-1.9	-2.3	-1.9	--	496
69	Air Transportation	33	-0.1	-1.1	-2.2	↘	452
70	State Government Excluding Educational Services	30	-3.1	-3.4	-3.3	--	2,636
71	Computer and Electronic Product Manufacturing	30	-0.5	-1.9	-2.8	↘	1,102
72	Accommodation	30	0.6	-1.7	-2.7	↘	1,807
73	Local Government Excluding Educational Services	28	0.2	-1.7	-3.5	↘	6,248



May beautiful *moments*  
and happy *memories*  
*surround you* with joy  
this Christmas.

– from the Peoplelink Staffing Family

# Many Must Play Health Care Reform Catch-Up

By Stephen Miller, CEBS

A poll of U.S.-based HR managers conducted just after Election Day found that many respondents had delayed enacting health care plan changes required by the Patient Protection and Affordable Care Act (PPACA).

Just over 64.5 percent said that they had been incrementally implementing health care plan changes required in 2013 and 2014, while 19.4 percent said they need to “speed up implementation” and another 16.1 percent said that they “don’t know where we go from here,” according to a post-election poll by Corporate Synergies Group, an employee benefits broker and consulting firm.

The nationwide poll was conducted Nov. 7-8, 2012, shortly after President Barack Obama was re-elected, ensuring that the health care reform law will survive largely intact.

When asked their opinion on health care reform, 74.2 percent of the polled HR managers said they preferred “the way things were” prior to the law’s enactment. However, most of those surveyed intended to offer their employees similar health insurance coverage to what they currently have, while just over a quarter (25.8 percent) are considering reducing the coverage they offer.

“The people we speak with are grateful the election has passed, because now they know the direction in which we’re heading—even if they don’t necessarily like the direction,” said John Turner, CEO of Corporate Synergies Group. “There are still a lot of variables that need to be considered by employers, but it’s good that the ground has stopped moving beneath our feet.”



## Health Exchange Delays Expected

Potentially adding to the confusion around implementation is the widespread belief that the *required state or federal government-run health care exchanges* will not be operational by 2014, as mandated by the health care law. Nearly 84 percent of respondents said they don’t expect that deadline to be met.

When the exchanges are launched, 9.7 percent of respondents would consider dropping group coverage and helping their employees purchase individual coverage through the exchanges.

*Stephen Miller, CEBS, is an online editor/manager for SHRM.*

## After Election, Workplace Issues in Spotlight

By Bill Leonard

Based on the national election results, human resource professionals should expect more of the same from Washington, as little has changed the overall political landscape. The Democrats held on to the White House and strengthened their control of the U.S. Senate by picking up an additional three seats. The GOP maintained control in the U.S. House of Representatives, but lost several seats in the process.

### Outlook for 2013

Most political observers agree that the lame-duck session will be a good indicator of what to expect when the 113th Congress convenes in January 2013. The president and Democrats will continue to champion the same workplace policies and issues that they have since 2008.

**Health Care Reform:** It is now fairly certain that the health care reform law will take effect. Many employers have been preparing for this eventuality, and companies that have been waiting for the election outcome need to prepare for 2014, when most of the law’s provisions go into effect.

**Immigration Reform:** Sources familiar with the issue say that President Obama will push harder to pass a comprehensive reform package during his second term. Since nearly 70 percent of Latino voters supported Obama in the 2012 election, Republican leaders may be more amenable to working with the president and Democrats on enacting reform legislation.

**Workplace Discrimination:** President Obama and Democrats in Congress will continue to push equal pay for women in the workplace. The president also supports passage of the Employment Non-Discrimination Act, which would prohibit discrimination against workers based on their sexual orientation; however, with the House remaining in Republican hands, these issues will struggle to advance.

**Workplace Leave:** Since 2009, President Obama and Democrats have been strong supporters of measures to create more leave options for employees, such as a federal paid leave act. The Obama administration has explored expanding leave options under regulations that govern the Family and Medical Leave Act. Employers should expect to see more attempts to pass legislation and new proposals to expand and extend leave options to workers.

**Labor Relations:** Organized labor has been a strong supporter of President Obama and key to his success in states like

Pennsylvania, Ohio and Michigan. Obama supports the long-stalled Employee Free Choice Act, which would reform the election process for union representation. Again, in a divided Congress, the act may not advance. The president has appointed members to the National Labor Relations Board (NLRB), also, who strongly support workers’ rights to organize. After the NLRB issued several controversial rule revisions and new regulations, the Republican-controlled House passed several measures intended to block the changes and limit the board’s authority. Political observers agree that employers and labor organizers should expect more of the same in 2013.

*Bill Leonard is senior writer for SHRM.*

## JOBs Act Reduces Executive Compensation Reporting Requirements

Source: [HR.BLR.COM](http://HR.BLR.COM)

While the Dodd-Frank Act increased executive compensation oversight, the Jumpstart Our Business Startups Act (JOBs Act) goes the other direction. Signed into law on April 5, 2012, the JOBs Act is “intended to encourage companies to go public and to make it easier for private companies to raise capital without registering with the SEC,” Deborah Lifshy explained in a recent BLR webinar. It is intended to spur activity, raise capital, and stimulate the economy by reducing executive compensation reporting requirements for certain companies. The goal is to encourage more companies to go public and to raise capital without getting mired in SEC documentation.