

# Employment Resources



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## Major Changes for the 2021 Fiscal Year New H-1B Filing Process

United States immigration has been a hot topic since the 2016 Presidential election and another major change is on the horizon for one of the most widely-used, professional business visas, the H-1B. Next April, U.S. Citizenship and Immigration Services (USCIS) is set to implement an online pre-registration process for H-1B CAP subject petitions, completely changing the current process to apply for the limited number of H-1B visas.

In past years, employers and their immigration counsel spent months preparing thousands of petitions to be filed during the very short filing window in the first week of April. Starting April 2020, USCIS is expected to roll-out a new electronic H-1B cap registration process, which will allow employers to enter beneficiaries into the lottery by submitting critical, but limited information upfront through an online electronic platform and paying a nominal \$10 fee. A full petition will only need to be prepared if a beneficiary is selected and the employer is notified.

There are still many unanswered questions about how the new process will work, but USCIS has released preliminary information that they will announce the start date of the registration period at least 30 days prior to opening and expect the pre-registration period to last for at least 14 days. If a beneficiary is selected in the lottery, employers will have 90 days to work with their legal counsel to prepare and file the complete petition. This means that the pre-registration process may start as early as February.

While many were hopeful that the new system would help streamline the filing process, it also raises many potential pitfalls. Given the limited information

needed to enter the lottery, there are concerns that employers will register positions that ultimately do not qualify for an H-1B or for beneficiaries who will abandon the job opportunity, essentially wasting one of the congressionally-limited visas for that year. This would leave a lot of uncertainty for companies to adequately prepare to fill their workforce needs.

Employers are encouraged to begin working with experienced immigration counsel early to determine the best strategy to prepare for the big changes ahead.

Mitch Wexler is the Managing Partner of Fragomen's Irvine, Los Angeles and San Diego offices. Mitch can be contacted at [Mwexler@fragomen.com](mailto:Mwexler@fragomen.com). Fragomen is the world's leading immigration law firm with 50 offices and over 4,000 employees.



Jenna Robinson is an Associate with Fragomen's Irvine office. Jenna can be contacted at [Jrobinson@fragomen.com](mailto:Jrobinson@fragomen.com).



## How To Engage and Retain All Five Generations in the 2019 Workplace

For the first time in history, the workforce contains five generations. In part, this is because many people aren't retiring when they hit their 60s — or even their 70s or 80s.

While this new diversity brings a wide range of perspectives, knowledge, and experience to each workplace where it occurs, each generation also brings different communication and leadership styles with them. These differences can often lead to misunderstandings or even conflict. Understanding how to communicate with the five distinct generations can make a big difference in your ability as HR professionals to engage them, manage them, and retain them as part of your workforce.

### The Diversity of the Five Generations

To understand how to communicate well with the five generations in the workplace, it's important to see who they are and how they differ. Let's take a look from youngest to oldest.

#### Generation Z

This youngest generation, born in 1997 and later, is just starting to hit the workforce. While they only make up about 2 percent of the workforce currently, that number will obviously grow each year. This young generation is filled with digital natives who expect you to communicate with them via text and who do their job hunting online or on Twitter. While they don't have much in the way of experience, they often are plugged into surprisingly large networks, and you may be able to leverage their understanding of social media in the workplace.

#### The Millennials (aka Generation Y)

While many people seem to think Millennials are current college students, actually this is the generation that's fueling the workforce the most. These people were born between 1977 and 1997, and they make up 37 percent of the workforce. Because many of them entered the workforce during a recession, they tend to have an entrepreneurial attitude toward work. They prize working in a welcoming environment and typically avoid subtlety, preferring direct feedback and communication.

#### Generation X

This generation, born between 1965 and 1976, were originally dubbed "slackers," but they have since put their heads down and gotten to work, making up 35 percent of the workforce in the United States. Gen Xers want a healthy work-life balance above all things. If you give them a free hand and minimal rules, they'll typically show self-motivation and get the job done. They're not always happy in a hierarchical structure, though, desiring direct communication with their leaders in the workplace.

#### Baby Boomers

Although the Boomers may have been the largest generation in the U.S., their effect on the workplace is declining, with 10,000 of them retiring each day. However, many in this generation, which was born between 1946 and 1964, aren't leaving the workforce as they turn 65. Boomers often define themselves in terms of their work. Some are workaholics, some derive a great deal of personal satisfaction from their work, and some simply can't afford to retire. As a result, many are continuing to work, at least part-time, long past the point at which previous generations retired.

#### Traditionalists (aka the Silent Generation)

These elders, born before 1946, only make up 1 percent of the U.S. workforce. They still exert a strong influence on it, though, because many of the workplace structures that we accept as standard were established by this generation. The Traditionalists love rules, hierarchy, and formal communication. They'd rather send a memo than sit down for a chat, and they tend to lead in a "command and control" framework.

#### Engaging All Five Generations

With all these different workplace styles and expectations, tensions can easily arise in the workplace. Baby Boomers can feel resentful at having a boss who

doesn't have as much experience as they do, while Millennials can wonder why they aren't able to advance in their careers when older generations don't retire. Developing respect for the different skills and perspectives that others bring to the table can help keep the workplace humming smoothly. Take a look at these tips for harmonious cooperation between the five generations.

#### Focus on Collaboration

Collaboration is prized by Millennials in the workplace, and it's also the working mode of choice when those younger employees move into management. By treating other generations as partners, you can diffuse potential resentment coming from older workers who don't understand why someone so young is in charge. Encourage input from all generations to help them feel like they are part of the team (whether you go with their advice or not).

#### Foster Understanding of Generational Differences

The five generations all have different understandings of customer needs and of the appropriate ways to interact with customers and co-workers. They have vastly different work styles. When you promote opportunities to help each generation understand the others' expectations and approaches to tasks, you create not only a more cohesive team, but you also foster a better understanding of your company's customers and clients, who also come from all generations.

Yes, Millennials may become frustrated when Boomers show a lack of knowledge in using collaboration tools and social media. But have those Millennials ever given thought to how the same tasks were accomplished before those high-tech tools existed? Look for ways to bring the generations together so they can understand why the older or younger people in the workplace make the choices they make. Consider this type of training to be a type of cross-cultural training to help the generations relate to each other.

#### Focus on Stages of Life When Considering Retention

As you plan incentives aimed at employee retention, don't assume a one-size-fits-all model is the right choice, even if it seems "fair." Instead, consider the stage of life that each generation is facing. Those hard-working Gen Xers may have mortgages to pay (or student loans to vanquish), so financial incentives will speak to them strongly, as will opportunities for flexible schedules that allow them to attend soccer games and ballet recitals.

Boomers may not be inspired by training opportunities, given the depth of experience they already have, but a chance to get off the work treadmill and dive deeply into an interesting project may get them excited. On the other hand, your Millennial employees, who are excited by new experiences, may jump at the chance to undertake projects that involve a lot of travel.

By paying attention to the characteristics of each generation, you can inspire your team, provide meaningful incentives, and divide work assignments in a motivational way. At Marquee Staffing, we reach across the generations to help you find the right staff for the job, matching experience and abilities to your needs so you can meet your objectives.

#### Claudia Perez Sr. Vice President of Operations

As the Sr. Vice President of Operations, Claudia oversees day-to-day strategic operations, including spearheading marketing projects, employee training and development programs for Marquee Staffing's contingent workforce. With her strong background in business development, she continuously strives to build lasting partnerships with clients and candidates. As a result, her team focuses on quality, customer service, compliance and strategic placements.





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## California Extends Employers' Deadline to Comply with Anti-Harassment Training Requirements

As you may remember, on January 1, 2019 a new California law went into effect that made significant changes to mandatory anti-harassment training in the workplace. Under Senate Bill 1343, California employers with **at least five employees** had until January 1, 2020 to provide harassment prevention training to **all** employees: (1) at least **two hours** of interactive training for **supervisors**, and (2) at least **one hour** of interactive training for **non-supervisory employees**. The training must be completed by all employees within six months of their hire or promotion, and then every two years thereafter.

Shortly after the passage of Senate Bill 1343, however, many employers were unsure on how to proceed with their employees who were recently trained. For example, if an employee was trained in 2018, does the new law require them to be re-trained in 2019? And what about employees who were trained in 2019? When must they complete the refresher course?

To resolve this confusion, on August 30, 2019 Governor Gavin Newsom signed Senate Bill 778 which took effect immediately, **extending the anti-harassment training deadline from January 1, 2020 to January 1, 2021**.

With this extended deadline, employers who trained their employees in 2018 can now maintain the two-year cycle, re-train their employees in 2020, and still comply with the new deadline. For those employees who were trained in 2019, Senate Bill 778 also clarifies that they do not need to be retrained until two years have passed (i.e., sometime in 2021), then again every two years thereafter.

### Clarisse Petersen

Clarisse Petersen is a Principal in the Orange County office of Jackson Lewis P.C. Ms. Petersen represents and counsels employers in all aspects of labor and employment matters, including wrongful termination, harassment, discrimination, retaliation, denial of family and medical leaves, and wage-and-hour violations. She can be reached at [Clarisse.Petersen@jacksonlewis.com](mailto:Clarisse.Petersen@jacksonlewis.com) or (949)885-1360.



## Quick! Schedule a Doctor's Appointment for 1:30—Bob is Having a Meeting!

by Kathi Guiney, GPHR, SPHR, SCP, President, YES! Your Human Resources Solution & Jocelyn Schamber, Creative Director, Fuzzy Red Pen Copywriting

Is a mysterious illness racing through the office ahead of your meetings? Your meetings could be causing these sudden ailments. If your team would rather miss work than be stuck with you in the conference room, your meetings need first aid, stat!



YOUR HUMAN RESOURCES SOLUTION

Clues to a sickly meeting: You have no agenda. People arrive late. One or two people dominate. You read presentation slides verbatim. People are on their phones. The meeting requires a bathroom break.



Guiney

Craft healthier meetings that value everyone's time. Before you schedule, ask:

- **Is this meeting necessary?** Is everyone's input required at once, or can this be handled by email or conference call? If this is a regular meeting, is there new information to discuss, or would a 10-minute stand-up do the trick?
- **Do you need to invite Stu, Sally and Steven?** Unless they are required to solve a problem or directly impacted by a change, let them read the post-meeting summary. You are writing one, right?
- **Is your objective clear?** Email an advance agenda with a clear objective, so people can steer their data toward results.
- **Can you manage your meeting times?** Aim for 50-minute meetings, including pauses for Q&A, review of key points, or discussion. Starting on time ensures people arrive promptly, and if someone is late, don't stop to recap. End on time, or risk key players leaving for other obligations.

Preparation is the preventive care your meetings need to be their best. An agenda a day keeps the doctor away!

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[www.fragomen.com](http://www.fragomen.com)

**Mitch Wexler**, Partner  
mwexler@fragomen.com  
T +1 949 660 3531

**James Pack**, Partner  
jpack@fragomen.com  
T +1 949 862 9443

**Blake Miller**, Partner  
bmiller@fragomen.com  
T +1 949 862 9492

Fragomen, Del Rey, Bernsen & Loewy, LLP  
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