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## May Meeting Information

Mental Health in the Workplace  
Presented by Kari Schoenhard,  
St. Alexius EAP

May 11, 2023

8:15 am Doors Open

8:30 am Chapter Meeting &  
Presentation



Meeting Location:

NDSU Extension Service Office  
2680 Empire Road, Dickinson  
(North of Sanford Clinic)  
Enter Door C / South Side

<http://ndsahra.shrm.org>

## SAHRA's May Meeting

SAHRA welcomes Kari Schoenhard with St. Alexius EAP for a presentation on Mental Health in the Workplace.



This presentation will cover the fact that mental health has become a more common topic for discussion as people have experienced numerous changes during the pandemic. We are becoming more aware of mental health challenges, and seeking solutions to those challenges is a worthwhile goal for employers and employees.

Learning objectives include:

- \* Understanding how mental health issues can impact the workplace.
- \* Identifying signs and symptoms of mental health concerns in the workplace.
- \* Learning ways to help yourself and others.

Kari Schoenhard has been with St. Alexius EAP since 2003. As a counselor, she works with a wide range of issues and incorporates brief, solution-focused therapy, along with other counseling approaches that best meet the client's needs. Kari works with individuals, couples, and families with a collaborative approach to accomplish goals important to the clients she has the opportunity to work with in the counseling setting. She also provides training presentations on a broad range of topics for organizations covered by the Employee Assistance Program. Kari is a licensed clinical social worker, licensed addiction counselor and a DOT certified substance abuse professional. ■

## Interested in HR Certification?

The Society for Human Resource Management offers two levels of professional certification: Professional in Human Resources (SHRM-PHR) and Senior Professional in Human Resources (SHRM-SPHR). If you are interested in learning more, please contact Alyssa Baranko, SAHRA Certification Chair, 701-483-3229 or [abaranko@bravera.bank](mailto:abaranko@bravera.bank) . ■



## Like us on Facebook!

SAHRA is on Facebook! For updates and reminders on SAHRA events and activities, LIKE us on Facebook.



## President's Message

We are excited to announce that we will be having special guests attending this month's meeting, as we welcome our state council board members to join us in Dickinson. May is Mental Health Awareness Month and our topic is centered around this increasingly important topic. Not only in May, but in every month, it is important that as HR professionals we focus on all aspects of health- physical, mental, emotional and financial. However, one thing to remember is that our health is a priority to. Remember to take time for yourself, enjoy the sunshine, buy that fancy coffee or treat yourself.

We look forward to seeing you at this month's meeting! ▪

DeEll Jordre  
SAHRA President

## Did You Miss a Meeting?

SAHRA members are able to access recordings of membership meetings by logging into our website and clicking on the Meetings & Events tab. Each month will include a link to You Tube. <https://ndsahra.shrm.org/>

### Society for Human Resource Management

1800 Duke Street  
Alexandria, VA 22314  
Phone: 703.543.3340  
Toll Free: 800.293.SHRM  
Email: [shrm@shrm.org](mailto:shrm@shrm.org)  
Website: [www.shrm.org](http://www.shrm.org)

### Thank You!

Thank you for your contributions to this edition of the SAHRA Newsletter.

### Southwest Area Human Resource Association

This newsletter is a publication of the Southwest Area Human Resource Association Chapter #0571  
PO Box 132 • Dickinson ND 58601  
<http://ndsahra.shrm.org>  
Newsletter Editor: Carrie Zubke

## Treasurer's Report

Southwest Area Human Resource Assoc.  
April, 2023

|  |                   |                 |               |             |
|--|-------------------|-----------------|---------------|-------------|
| New Statement Balance                    |                   |                 |               | \$15,859.69 |
| Current Checks / Deposits                | 4/19/2023         | Interest earned |               | \$0.13      |
|  | 3/22/2023         | Deposit         | Member dues   | \$90.00     |
|  | 4/7/2023          | Deposit         | Member dues   | \$40.00     |
| #655                                     | 3/31/2023         | US Post Office  | PO Box rental | (\$176.00)  |
| Compare to ending bank statement balance |                   | \$15,813.82     |               |             |
| Outstanding Checks / Deposits            | #646<br>4/11/2022 | Stark County    | Room deposit  | (\$100.00)  |
| BALANCE                                  |                   |                 |               | \$15,713.82 |

# SAHRA Board Minutes

April 13, 2023

Present: Melissa Stoltz, Krissy Kilwein, Alyssa Baranko, AJ Eslinger, April Frank, Marie Bittner, DeEll Jordre (virtual), Tiffany Benner and Amber Beld (virtual).

Absent: Carrie Zubke, and Kim Heidt. Guests: None.

President Jordre called the meeting to order at 9:39 a.m.

President Jordre called for a motion to approve the March treasurer's report that was published in the April newsletter. Upon motion by Marie Bittner, second by April Frank, motion passed and was carried.

President Jordre called for a motion to approve the March board meeting minutes that were published in the April newsletter. Upon motion by Tiffany Benner, second by April Frank, motion passed and was carried.

## COMMITTEE REPORTS:

Program—Carrie Zubke / Committee: Suggested ideas for programming are always welcome. Future programs: May (TBD), June (DOL presentation), July (no meeting), August (diversity), September (membership month), October (roundtable), November (TBD), December (no meeting).

Diversity- Tiffany Benner: No report.

SHRM Certification- Alyssa Baranko: No report.

SHRM Foundation – April Frank: No report.

President Elect / Legislative Affairs: Marie Bittner – No report.

Membership- Kim Heidt: Kim received information regarding Chapter Audit assistance. She will work with Melissa to review the information.

Public Relations/Technology –Krissy Kilwein: No report.

Workforce Readiness – Amber Beld: No report.

Community Relations – AJ Eslinger: AJ reported that she will have a DVRCC needs list to post prior to May's membership meeting in order to have a donation drive.

Secretary/Treasurer- Melissa Stoltz: No report.

President – DeEll Jordre: No report.

## OLD BUSINESS:

President Jordre reported that the EXCEL award information was submitted and we are awaiting the results.

(Continued on page 4)

## Southwest Area Human Resource Association Board of Directors

### President:

DeEll Jordre  
Marathon Petroleum, Dickinson  
dmjordre@marathonpetroleum.com | 701-456-6912

### Past President / SHRM Foundation Director:

April Frank, PHR, SHRM-CP  
FH Holdings / Home & Land Co, Dickinson  
aprilhouseholder@yahoo.com | 701-590-2900

### President Elect / Legislative Director:

Marie Bittner  
CBIZ Benefits, Glen Ullin  
marie.bittner@cbiz.com | 701-260-5964

### Secretary-Treasurer:

Melissa Stoltz, SHRM-SCP, Dickinson  
a\_mstoltz@yahoo.com | 701-260-3729

### Certification Director:

Alyssa Baranko, SHRM-SCP  
Bravera Holdings Corp., Dickinson  
abaranko@bravera.bank | 701-483-3229

### Community Relations Director:

AJ Eslinger  
Charbonneau Car Center  
om.office@charbonneaumotors.com | 701-456-9605

### Workforce Readiness Director:

Amber Beld, SHRM-CP  
Dickinson  
amber.beld@gmail.com

### Membership Director:

Kim Heidt  
Steffes, LLC, Dickinson  
kheidt@steffes.com | 701-690-6686

### Program Director:

Carrie Zubke, SPHR, SHRM-SCP  
Bravera Holdings Corp, Dickinson  
czubke@bravera.bank | 701-483-3287  
Committee Members include: Joetta Percy, Marie Bittner,  
and Carissa Suter.

### Marketing Director:

Krissy Kilwein, SHRM-CP  
Dickinson State University, Dickinson  
krissy.kilwein@dickinsonstate.edu | 701-502-4304

### Diversity Director:

Tiffany Benner  
Killdeer Mountain Manufacturing, Dickinson  
tiffany.benner@kmmnet.com | 406-971-5545

# SAHRA Meeting Minutes

April 13, 2023

Members Present: Alyssa Baranko, Tiffany Benner, Marie Bittner, Marissa Cerkoney, AJ Eslinger, April Frank, Karen Jirges, Alissa Karsky, Krissy Kilwein, Joetta Percy, Melissa Stoltz, Carrie Zubke.

Members Via Zoom/Virtual: Amber Beld, DeEll Jordre, Sierra Burgess, John Cloutier, Michelle Dohrmann, Kim Heidt, Katelyn Ebach, Cindy Fetch, Richard Hagen, Reghan Haight, Lynae Harper, Tammy Haugen, Brittani Hoff, Chantel Keller, Aimee Kovash, Chandra Klusmann, Nancy Lantz, Libby Matthews, Dannielle Parkin, Madison Pearson, Carey Praus, Patty Riely, Brandon Sickler, and Ashley Swanson. Guests present: Kristi Pfliger – Keller - Presenter.

President Jordre called the meeting to order at 8:22 a.m.

President Jordre called for a motion to approve the March Chapter meeting minutes that were published in the April newsletter. Upon motion by Joetta Percy, second by AJ Eslinger, motion passed and was carried.

NEW MEMBERS: President Jordre welcomed new member Shannon DeWall (Baker Boy). Welcome!

ANNOUNCEMENTS: President Jordre announced that the March

Treasurer report was available for review in the April newsletter. If there are any questions, please contact a Board member.

COMMITTEE REPORTS: None.

OLD BUSINESS: The ND State SHRM Conference registration is now open! It will be held on September 12-14, 2023 in Bismarck. Information is available at [www.ndshrm.com](http://www.ndshrm.com).

The SHRM Annual Conference & Expo will be held in Las Vegas on June 11-14, 2023.

NEW BUSINESS: None.

The business meeting adjourned at 8:25 a.m. ▪

PROGRAM: Leading Yourself presented by Kristi Pfliger-Keller. ▪

Minutes submitted by:  
Melissa Stoltz, Secretary/Treasurer  
DeEll Jordre, President

# SAHRA Board Minutes

*(Continued from page 3)*

President Jordre reported on the updated bylaw submission. The updates have been submitted to SHRM.

There was discussion on the SHRM Spotlight. April and Alyssa will work with Krissy for upcoming meetings.

NEW BUSINESS:  
The State Council will attend the May 11, 2023 SAHRA Membership meeting. The program is to be determined at this time. The Program committee is researching options. There will be pastries available for the meeting.  
April shared the 2024 NDSHRM Board positions that are available. Many opportunities are offered as a Board member, including several conference attendance fees. Contact April Frank for more information on how to apply.

Meeting adjourned at 10:03 a.m. ▪

Submitted by:  
Melissa Stoltz, Secretary/Treasurer

Approved by:  
DeEll Jordre, President



# LESSONS IN BUSINESS

## Fashion Forward

By Debora Dragseth, P.D.

In today's environment, does dressing for success still matter? Wrinkled clothes, stains on your shirt from last week's lunch, or scuffed up shoes are instant clues to your personality and your attitude. Famous Italian designer, Miuccia Prada, summed it up this way, "What you wear is how you present yourself to the world, especially today, when human contacts are so quick. Fashion is instant language."

### Shoes clues

When asked about her worldwide celebrity and jaw-dropping wealth, Oprah Winfrey quipped, "I still have my feet on the ground; I just wear better shoes." If shoes make the man (or woman), it seems that working professionals would do well to pay as much attention to what is below their ankles as to what is above.

### Windows to the sole?

Based on primitive cave drawings, foot coverings were one of the first items developed by early man. Their main function in the beginning was to protect feet from burning sand and sharp rocks while they went about the business of hunting and gathering. It wasn't long, however until the extravagance and style of the shoe began to denote the social standing of the wearer.

Researchers at the University of Kansas and Wellesley College say that people can accurately judge 90 percent of a stranger's personality simply by looking at their shoes. These experts posit, "Shoes correlate with the owner's personal characteristics. Age, gender, income, and even psychological traits such as agreeableness and insecurity can be accurately judged from a person's shoe."

Wearers of drab, newish shoes are likely to be insecure about their relationships with other people. Expensive shoes belong to those with a high income. Flashy and colorful footwear belong to extroverts, and shoes that

are not new, but appear to be spotless, belong to conscientious types. Worn, yet well kept shoes signals confidence regarding relationships. Research details can be found here: [www.sciencedirect.com/science/article/abs/pii/S0092656612000608](http://www.sciencedirect.com/science/article/abs/pii/S0092656612000608).

### Best foot forward

According to the National Shoe Retailers Association, women's footwear accounts for 40 percent of U.S. sales, men's 35 percent of sales.

Since the shoes are one of the most important influence items in your wardrobe, it's vital that you buy well-made shoes and treat them right. Wearing shoes that are cracked, scuffed, or falling apart conveys a negative impression, just as would a stained tie or wrinkled suit jacket. "Well heeled" means wealthy, and wealth implies success. Most of us have clothes for important meetings, clothes for interviews and clothes for casual Friday, but please consider what your shoes may be saying about you. If you are reading this at work, take a quick peek at your shoes. Are they shouting whimsical, frumpy, trendy, or polished, professional, and ready to be promoted?



Dr. Debora Dragseth  
Professor of Business  
Administration  
Dickinson State University



*Debora Dragseth, P.D. is a professor of business at Dickinson State University. Her column appears monthly, providing commonsense answers to common workplace issues. ■*



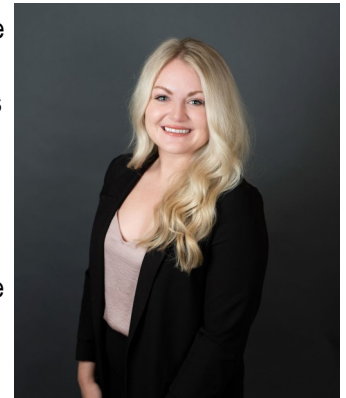
## Does Your Mental Health Condition “Qualify”?

May has finally arrived and it has brought our corner of North Dakota sunshine, warmer weather, and Mental Health Awareness Month! Mental health awareness has become a growing topic in our society since the pandemic, which has also resulted in an increase in mental health concerns and related discrimination claims within the workplace. Under federal law, mental disabilities have the same legal protections as physical disabilities. However, unlike most physical disabilities, mental disabilities may not be immediately visible and may present differently from person to person, resulting in potential uncertainty for employers navigating mental disability claims. Unfortunately, federal law and recent court rulings have only added to that uncertainty.

The Equal Employment Opportunity Commission (EEOC) has stated that, under the Americans with Disabilities Act (ADA) if an employee suffers from a mental disability, that employee is protected against discrimination and harassment at work because of that condition. The ADA expressly recognizes potential mental disabilities, including but not limited to, major depressive disorder, bipolar disorder, post-traumatic stress disorder, obsessive compulsive disorder, and schizophrenia. However, the ADA expresses that not all mental health conditions would be considered as ADA-qualifying disabilities or impairments, which suggests that it is ultimately left to the courts to determine on a case-by-case basis.

If an employee brings an ADA claim against an employer for mental disability discrimination, one of the requirements that the employee must show is that they suffer from an ADA-qualifying mental disability. To plead an ADA-qualifying mental disability, the employee must allege that: (1) they suffer from mental disability; (2) the mental disability affects a major life activity; and (3) the disability substantially limits the major life activity. Recently, the U.S. District Court for the Southern District of New York ruled that mental disability is not established simply based on a diagnosis alone. In *Zuckerman v. GW Acquisition LLC* an employee alleged that her employer discriminated against her based on her mental disability and that they failed to accommodate that disability in violation of the ADA. In bringing her claim, the employee alleged that she was diagnosed with “generalized anxiety disorder” and would qualify as a

mental disability under the ADA. The court disagreed and stated that since generalized anxiety disorder is not expressly listed in the ADA as a disability by its very nature, the employee’s diagnosis establishes only that she has an impairment; it does not establish that any major life activity is limited by that impairment. The court held that the employee’s diagnosis, without more, is insufficient to plead that she suffered from an ADA-qualifying disability.



Marissa R. Cerkoney, Lawyer  
Ebeltoft . Sickler . Lawyers PLLC

### The Takeaway:

Mental health conditions may not always be apparent and may leave employers open to risk, especially considering the uncertainty as to when a mental health condition is covered by the ADA. In order to try to mitigate the risk associated with mental health, employers should evaluate their current infrastructure, including but not limited to, providing support for employees with mental health conditions and reviewing processes and policies to address any claims raised.

Employers are well advised to seek legal counsel when confronted with possible employment discrimination.

### Our Interest in Serving You:

My law firm’s goal is to give understandable information and to foster discussion about real-life issues facing human resource professionals. If we are not achieving that goal or if you would like us to address other employment law issues, please email me at [mcerkoney@ndlaw.com](mailto:mcerkoney@ndlaw.com). We promise to take your comments and ideas to heart.

### Disclaimers

#### (Otherwise known as “the fine print”)

I make a serious effort to be accurate in my writings. These articles are not exhaustive treatises, though, so do not consider them complete or authoritative. Providing this information to you does not create an attorney-client relationship with my firm or me. Do not act upon the contents of this or of any article on our homepage or consider it a replacement for professional advice.

Marissa R. Cerkoney | Lawyer  
2272 Eighth Street West | Dickinson, ND 58601  
701.225.LAWS (5297) tel  
701.225.9650 fax ▪

## Registration is open for the ND SHRM 2023 State Conference!

It will be held in Bismarck on September 12-14, 2023.

Visit <https://ndshrm.com/state-conference/> to learn more and get registered.

### Looking for Sponsors & Exhibitors!

Do you work for a company that would like to get in front of HR professionals from around the state? Contact the ND SHRM State Conference sponsorship committee at [sponsorship@ndshrm.com](mailto:sponsorship@ndshrm.com) for more information.



## Diversity and Inclusion

### The Bumpy Path to Leadership for Women

At the 2023 SHRM Talent Conference & Expo in Orlando, Jennifer McCollum spoke about the unique path and hurdles that women face as they ascend the leadership ranks. Federal data shows that women account for 47% of the U.S. workforce but only 31% of top executive roles. She also talks about how during the pandemic women lost millions of jobs due to the industries they were employed in such as hospitality, tourism and retail. McCollum touches on how stressors have increased the burnout of women in the workforce.

Read more about it at: <https://www.shrm.org/ResourcesAndTools/hr-topics/behavioral-competencies/Pages/The-Bumpy-Path-to-Leadership-for-Women.aspx> ▪

## ND SHRM Board

Ready to expand your professional network and share your talents? You are in luck! Per the ND SHRM Council bylaws, six Director positions on the board are up for election this year.

The following Director positions will be filled for a two-year term beginning January 1, 2024, and will end December 31, 2025.

- Certification Director
- Director-Elect
- Membership Director
- Professional Development Director
- Public Relations & Technology Director

Director

- Secretary

Descriptions of the positions can be found on the [ND SHRM website](#).

Interested individuals (including incumbents\*) should complete the [2024 Board Position Application](#) and submit a resume to April at [aprilfrank@ndshrm.com](mailto:aprilfrank@ndshrm.com) by **no later than September 13<sup>th</sup> at 10 am CST**. *\*Incumbents may serve in the same position for a total of two terms.*

Elections will be held on the night of September 13<sup>th</sup> and the election results will be announced at the closing ceremony of the 2023 ND SHRM State Conference on September 14<sup>th</sup>.

Candidates are encouraged to volunteer during the 2023 ND SHRM State conference to get to know the behind-the-scenes work and to attend the NDSHRM After Hours event on September 12<sup>th</sup> to mingle with the current board.

Key dates for in-person meetings candidates should keep in mind:

- October 26 & 27<sup>th</sup>, 2023- ND SHRM Leadership Meeting
- November 16-18<sup>th</sup>, 2023- SHRM VLBM (*applies to some positions*)
- February 8-10<sup>th</sup>, 2024- SHRM RCBM (*applies to Director-Elect only*)
- September 16-18<sup>th</sup>, 2024- 2024 ND SHRM State Conference

Top 5 Reasons to Join the ND SHRM Council Board:

- 5) Career development
- 4) Advancing the HR profession
- 3) Volunteers serving in leadership positions earn 5 recertification credits
- 2) ND SHRM State Conference free admission
- 1) (drum roll please)... An opportunity to serve on a fantastic board! ▪

1. Baranko, Alyssa, SHRM-SCP\*- Bravera Holdings Corp., Dickinson
2. Beld, Amber, SHRM-CP\*- Dickinson
3. Benner, Tiffany\*-Killdeer Mountain Manufacturing, Dickinson
4. Berger, Missy –Trial Runners, Dickinson
5. Bittner, Marie\*-CBIZ Benefits, Glen Ullin
6. Braunberger, Brooke-Watford City Park District
7. Burgess, Sierra\*-Therapy Solutions, Dickinson
8. Calihou, Dessie\*-Dunn County, Manning
9. Camisa, Joe-Bismarck State College, Bismarck
10. Cerkoney, Marissa-Ebeltoft . Sickler . Lawyers, Dickinson
11. Cloutier, Jon, SHRM-CP-St Luke's Nursing Home, Dickinson
12. Dohrmann, Michelle-Consolidated, Dickinson
13. Ebach, Katelyn, SHRM-CP-ESRI, Dickinson
14. Enney, Justin\*-Killdeer Mountain Manufacturing, Dickinson
15. Erickson, Alicia-Dickinson Chamber of Commerce, Dickinson
16. Eslinger, AJ\*-Charbonneau Car Center, Dickinson
17. Exon, Amber-McKenzie County Healthcare Systems, Watford City
18. Fetch, Cindy – Southwest Water Authority, Dickinson
19. Fitzsimmons, Amanda, SHRM-SCP\*-Continental Resources, Dickinson
20. Fong, Carter-Dickinson Chamber of Commerce
21. Frank, April, SHRM-CP, PHR\* - FH Holdings / Home & Land Co, Dickinson
22. Hagen, Richard\*-Theodore Roosevelt Medora Foundation, Medora
23. Haight, Reghan-Theodore Roosevelt Medora Foundation, Medora
24. Hanson, Shelly\*-Fisher Industries, Dickinson
25. Harper, Lynae, SHRM-CP-Chord Energy
26. Haugen, Tammy-Marathon Petroleum, Dickinson
27. Heidt, Kim\*-Steffes, LLC, Dickinson
28. Heiser, Ashley-Benedictine Living Community, Dickinson
29. Hintz, Kristy\*-Ixom Watercare, Dickinson
30. Hintz, Layne-City of Dickinson
31. Hoff, Brittani\*-Western Cooperative Credit Union, Dickinson
32. Jenkin, Jackie- Dickinson
33. Jirges, Karen\*-Ebeltoft . Sickler . Lawyers, Dickinson
34. Johnson, Katrina, PHR\*-Baker Boy, Dickinson
35. Johnson, Mackenna-Baker Boy, Dickinson
36. Jordre, DeEll\*- Marathon Petroleum, Dickinson
37. Karsky, Alissa\*-Ironworks, Dickinson
38. Kaufman, Tanner\*-Fisher Sand & Gravel, Dickinson
39. Keller, Chantel-Braun Distributing, Dickinson
40. Kilwein, Krissy, SHRM-CP\*-Dickinson State University, Dickinson
41. Kirchoffner, Jessica\*-City of Watford City
42. Klusmann, Chandra-Steffes, Dickinson
43. Kovash, Aimee-Job Service, Dickinson
44. Lantz, Nancy - Southwestern District Health Unit, Dickinson
45. Matthews, Libby\*-Dickinson Ready Mix, Dickinson
46. Messer, Jennefer, SHRM-SCP\*- Fisher Industries, Dickinson
47. Michael, Sara\*-Theodore Roosevelt Medora Foundation, Medora
48. Murray, Jen\*-Southwest Water Authority, Dickinson
49. Nameniuk, Shelly, SHRM-CP\*- City of Dickinson, Dickinson
50. Nicklos, Amanda-Steffes, LLC, Dickinson
51. O'Shields, Ledeanne-Southwest Water Authority, Dickinson
52. Oase, Matt\*-City of Killdeer
53. Obritsch, Kathleen - Sysko Business Solutions, Dickinson
54. Olheiser, Chris\*-Lund Oil, Inc., Watford City
55. Parkin, Dannielle-TMI, Dickinson
56. Percy, Joetta, SHRM-SCP\*-Stark County, Dickinson
57. Pearson, Madison-Steffes, Dickinson
58. Peterson, Rachel\*-Fisher Industries, Dickinson
59. Praus, Carey, SHRM-CP\*-Benz Oil Company, LLC, Killdeer
60. Reiger-Kempenich, Cindy-Sackman Electric & Controls, Dickinson
61. Riely, Patty-Dickinson Parks & Recreation, Dickinson
62. Sickler, Brandon\*, SHRM-CP-Steffes LLC, Dickinson
63. Songer, Imee, SHRM-CP, SHRM-SCP, PHR, Richardton Taylor Public Schools, Richardton
64. Stoltz, Melissa, SHRM-SCP\*, Dickinson
65. Strommen, Sheila\*-Theodore Roosevelt Foundation, Medora
66. Suter, Carissa, SHRM-SCP- McKenzie Electric Cooperative, Watford City
67. Swanson, Ashley\*-Steffes, LLC, Dickinson
68. Torgerson, Natalie\*-City of Dickinson
69. Tysver, Danita - Stark County Development, Dickinson
70. Wallace, Sarah\*- Wallace Business Services, Dickinson
71. Zubke, Carrie, SPHR, SHRM-SCP\*,- Bravera Holdings Corp, Dickinson

\* - indicates SHRM National Membership

**PHR** indicates HRCI's Professional in Human Resources certification

**SPHR** indicates HRCI's Senior Professional in Human Resources certification

**SHRM-CP** indicates SHRM's Certified Professional certification

**SHRM-SCP** indicates SHRM's Senior Certified Professional certification