

MAY 15, 2019

WHAT'S INSIDE

- 2 Sharpen Your Judgment**
Worker says her boss triggers her PTSD: Accommodation needed?
- 3 Employment Law Update**
Court: Sharing essential job functions may be a reasonable accommodation
- 4 Answers to Tough HR Questions**
An employee has measles: Can we tell his colleagues?
- 6 News You Can Use**
Supreme Court to review LGBTQ discrimination cases
- 8 What Would You Do?**
Vacation season has department stressed: How can everyone handle the workload?

HRMORNING

Keep Up To Date with the Latest HR News

With **HRMorning** arriving in your inbox, you will never miss critical stories on labor laws, benefits, retention and onboarding strategies.

HRMorning, part of the Catalyst Media Network, provides the latest HR and employment law news for HR professionals in the trenches of small-to-medium-sized businesses. Rather than simply regurgitating the day's headlines, **HRMorning** delivers actionable insights, helping HR execs understand what HR trends mean to their business.

Hiring: 3 ways to push picky managers in the right direction

■ *When hiring managers are their own worst enemy*

Finding the right hire in this tight labor market is enough of a challenge for HR pros.

Something that can make it even more difficult? A meddling manager with unrealistic expectations about their ideal new hire and how the process should go.

enemy when it comes to choosing a candidate. Sometimes, they're overly picky. Other times, they want the hiring process to move too quickly.

If you start hitting hiring road bumps with your managers, it's important to take a step back and evaluate the situation, Vlastelica says.

When your manager makes an unreasonable request, what are they really asking you for?

Problematic requests

This is what John Vlastelica, founder of online hiring resource Recruiting Toolbox, addressed at the recent ERE Recruiting Conference in San Diego.

According to Vlastelica, managers can be HR's (and their own) worst

Addressing concerns

Vlastelica highlighted three common misconceptions managers have about

(Please see Picky managers ... on Page 2)

Court: Employers must send EEOC pay data

■ *EEO-1 reporting requirements now include info on wages, sex & race*

A federal judge ruled last month that employers must now report 2017 and 2018 pay data to the EEOC by Sept. 30, in addition to submitting EEO-1 surveys on employee demographic info.

This ruling affects employers that have at least 100 employees, and federal contractors with at least 50.

from any pay period between Oct. 1 and Dec. 31 for both 2017 and 2018 – employers can pick which pay period.

Employers will also be required to report the employees' sex and race/ethnicity, as the collection of this data is to help identify and correct systemic pay gaps based on these factors.

While the two years of pay data isn't due until the end of September, the EEOC will have its site ready for submissions by July 2019.

Click: bit.ly/paydata533

Focus on pay gaps

The EEOC is requiring employers to report the hours worked and earnings for all full- and part-time workers

Picky managers ...

(continued from Page 1)

the hiring process and how you can adjust their expectations.

1. **The more resumes, the better.**

You may encounter a manager who wants you to keep passing along a giant stack of resumes. After all, the more choices, the better – right?

Wrong, according to Vlastelica. While you don't want to just select the first decent candidate, too many choices will be overwhelming. No one can properly compare a dozen different applicants.

Vlastelica suggests giving your managers three to five strong candidates. If you receive pushback from a manager who wants more options, focus on selling the applicants you've already selected. You picked them for a reason – explain why to your manager.

If a manager isn't pleased with anyone after conducting several

interviews, it can indicate problems lurking in the middle of the hiring process.

If that's the case, Vlastelica says to think about what's going wrong in the interviews that's causing your manager to want to start fresh.

If there's a disconnect during the interview process, more resumes won't help fix your hiring problem.

2. **Cultural fit is highly important.**

When looking at different candidates, it can be tempting to choose whoever will fit into the company culture best, Vlastelica says. But you want to steer your managers away from making the same hire.

Too often, diversity is seen as something simply "nice to have" instead of a necessity. But, hiring people with different backgrounds and skill sets can add a lot to the company's culture and success.

When a manager wants you to find a hire who's a carbon copy of other employees, Vlastelica suggests you remind them that a different hire will add something unique and push thinking in a new direction.

3. **A large panel of interviewers is best.** If you have a manager who is indecisive or lacks confidence, they may try and compensate by including a lot of people in the interview process to ensure the best candidate is chosen.

While other opinions can help, Vlastelica says too many interviewers will back you into a corner. If your company requires a consensus to make a hire, you're setting yourself up for failure by including a ton of people in the decision.

Not to mention, taking everyone's schedules into account while setting up an interview can be a nightmare.

Vlastelica suggests thinking about the importance of the hiring decision when deciding how many interviewers to include in the process.

An entry-level position? One or two people works. A potential C-suite member? You'll want to include four or five people in the decision.

Sharpen your JUDGMENT

This feature provides a framework for decision making that helps keep you and your company out of trouble. It describes a recent legal conflict and lets you judge the outcome.

■ **Worker says boss triggers her PTSD: Accommodation needed?**

HR manager Lynn Rondo was daydreaming about her Memorial Day beach trip when employee Maggie Ferreira appeared in her doorway.

"Hi, Lynn, I need to talk to you," Maggie said as she walked inside.

"What's up, Maggie?" Lynn asked, her wandering mind snapping back to the present.

"I wanted to ask about switching managers again," Maggie replied.

Manager causes stress

Lynn sighed. "We already talked about this," she said patiently. "We can't really change supervisors around right now. Darryl needs you on his team."

"But my doctor says working under Darryl triggers my PTSD," Maggie said.

"I know you two don't exactly see eye to eye," Lynn said carefully. "But your doctor said your condition doesn't prevent you from doing your job duties."

"How can I do my job if working with Darryl stresses me out all the time?" Maggie asked.

"You still have FMLA leave you can take for when your stress flares up," Lynn pointed out. "But we don't have to accommodate your request for a new manager."

Maggie stormed out of Lynn's office and ended up suing for violation of her ADA rights. The company fought to get the case dismissed. Did it win?

■ *Make your decision, then please turn to Page 6 for the court's ruling.*

HR MORNING'S

What's Working in
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Court: Sharing essential job functions may be a reasonable accommodation

■ Disabled employee fired after needing co-worker to help out

A warning for all employers: If an ADA-qualifying employee can't perform an essential job function themselves, you may be required to give them help.

A rundown of a recent case:

Needed a co-supervisor

Gabrielle Schiller was a counselor at a camp for people with disabilities.

She and a co-worker were supposed to be supervising an overnight trip when the co-worker needed to back out due to her pregnancy.

Schiller, prone to anxiety, voiced concerns about being the primary supervisor. Management agreed to send another colleague to help her.

During the trip, Schiller made several mistakes when it came to distributing clients' medication and

remembering allergy information, and had anxiety attacks because of it.

Schiller told management she felt overwhelmed and couldn't be the main supervisor on the camping trip anymore. She was fired and sued the company for violation of the ADA.

The company argued it didn't have to accommodate Schiller's disability because she couldn't perform an essential function of her job: supervising an overnight trip.

But the court disagreed. It said since the company sent co-supervisors on trips in the past, Schiller wasn't obligated to supervise a trip on her own. Asking for a co-worker to be the main supervisor wasn't an unreasonable request, the court said.

Cite: Schiller v. Northern Suburban Special Recreation District, 4/1/19.

Employee's discrimination case falls apart when she can't prove 'intolerable conditions'

■ Court rules fed-up worker wasn't forced to resign

There are many circumstances where an employee may feel their only option is to quit their job.

But a recent ruling shows there's a high bar to prove a work environment was so hostile an employee had no choice but to resign.

Harsh performance reviews

Glenna Sanders was an operations manager at a nonprofit company that provided affordable housing.

She made claims her manager harshly criticized her job performance and would change up her job responsibilities with no notice.

After receiving a written warning about performance issues, Sanders

resigned, saying the stress of working with her manager forced her to quit.

Sanders filed a lawsuit, claiming she resigned because she experienced race and age discrimination.

To evaluate her claim, the court focused on whether working conditions truly forced Sanders to quit.

But manager criticism wasn't enough to convince the court. It said the working conditions had to be "so intolerable" any reasonable person would be forced to leave.

But Sanders' case, it said, was more about a "bruised ego and hurt feelings." Case dismissed.

Cite: Sanders v. Christian Church Homes, 3/28/19.

■ Firm out \$60K after refusing to hire transgender worker

While it should be obvious, the EEOC was recently forced to remind an employer that discrimination based on sex is illegal.

Denver-based tire company A&E Tire rescinded a job offer after discovering the person was transgender, the EEOC claimed in a lawsuit. The commission maintains this is a violation of the Civil Rights Act, which prohibits sex-based employment discrimination.

Egan Woodward was hired by A&E Tire, but as the company did a background check, it discovered Woodward selected "Female" on the job application. A&E called Woodward and said they would be hiring someone else.

A&E Tire settled the lawsuit and will pay \$60,000 to Woodward.

Info: bit.ly/sexbias533

■ Unheeded harassment reports cost company \$150K

When one employer dismissed employees' sexual harassment complaints as just playful banter, the EEOC came knocking.

HELP USA, a housing provider located in The Bronx, NY, is facing a lawsuit from the EEOC after ignoring repeated employee reports of sexual harassment.

An employee claimed her supervisor made sexual advances and offensive comments toward her and other female employees.

The supervisor also was allegedly verbally abusive toward women in the workplace, and often belittled them and their work.

A manager was made aware of this behavior, but claimed the supervisor was just being "playful."

HELP USA will pay \$150,000 to the victims to settle the lawsuit. The company must also create and distribute an updated sexual harassment policy.

Info: bit.ly/harass533

Experts give their solutions to difficult workplace problems

HR professionals like you face new questions every day on how to deal with workplace conflict and employment law. In this section, experts answer those real-life questions.

An employee has measles: Can we tell his colleagues?

Q: We recently discovered one of our employees has the measles – and he sits in an open area with many others. Can I warn my staff they were exposed or does that violate the infected employee's privacy?

A: Given the measles outbreak across the country, you have a valid cause for concern, says employment law attorney Bradford Hammock of the firm Littler Mendelson PC.

The first step you can take is contacting your local public health department to get some guidance on handling the situation.

When informing your staff, however, it's important to keep the infected employee's privacy in mind. Let your employees know that someone who was present in the workplace was diagnosed with the measles, and that the company is following medical guidelines.

To prevent panic, it's a good idea to give your employees medical information about measles and steps they can take to protect themselves.

How can we support our employees' mental health?

Q: We're always looking for ways to help employees struggling with their mental health. What kinds of resources are available?

A: The DOL recently released an online resource aimed at helping

employers better understand mental health issues – the Mental Health Toolkit.

The toolkit not only gives reliable information on mental health issues, but it gives advice on how to cultivate a supportive work environment.

Additional resources include examples of mental health programs set up by other companies of various sizes and industries, helping employers decide which program is best for them.

Does obesity qualify as a disability under the ADA?

Q: If an overweight employee requests an accommodation, does the ADA require us to grant it?

A: Whether obesity is considered a disability has been hotly debated in various courtrooms, says employment law attorney Melissa Legault of the firm Squire Patton Boggs.

Employers should always exercise caution before ruling out obesity as a disability.

One court has ruled obesity by itself is enough to be considered a disability under the ADA. However, most courts have ruled obesity must be caused by an underlying disorder to be considered a disability eligible for an accommodation.

If you have an HR-related question, email it to Rachel Mucha at: rmucha@HRMorning.com

EFFECTIVE COMMUNICATION

■ Are you making these email faux pas? 5 things to avoid

There are few things HR pros dread more than a packed inbox. And with so many employees misusing email, it's no wonder everyone gets sick of it.

But even if you consider your email etiquette perfect, there might be some lurking bad habits you could kick.

What not to do

Luckily, Chris Ronzio, CEO of Trainual, highlighted several email faux pas to avoid, which will make messaging a breeze.

1. **Long email chains.** If you find yourself going back and forth with a co-worker for a dozen or so messages, it's time to ditch the email and have a chat in person.
2. **Responding to everything.** It may seem rude to not acknowledge every email, but not every message always needs a response. If there isn't a question that needs answering, feel free to let it go.
3. **Replying weeks later.** It's hard to keep up with new messages sometimes, but replying after a lot of time has passed gives the impression you completely forgot about the person or they're unimportant. Try starting a new message, saying, "When we last spoke, we were discussing ..."
4. **Too much info in your signature.** While just signing off with your name leaves more to be desired, there's such a thing as too much information in your signature. Name, title and phone number is just right.
5. **Overly formal tone.** Emails should sound conversational, but sometimes we forget that. If you find yourself reaching for language like, "I hope this correspondence finds you well," it's time to adjust your tone. It's fine for emails to have a casual vibe, as long as it's professional.

Info: bit.ly/emailcrimes533

WHAT WORKED FOR OTHER COMPANIES

Our subscribers come from a broad range of companies, both large and small. In this regular feature, three of them share a success story illustrating ideas you can adapt to your unique situation.

1 **Mediation helped put a stop to bullying**

We know not every employee is going to get along, and that's fine as long as they can still find a way to work together.

But things can quickly go downhill when clashing co-workers start getting openly hostile.

We were having an issue with two employees. One worker enjoyed antagonizing his colleague, which made him very upset.

It was mostly teasing and

horseplay, but the picked-on worker didn't find it so funny. When he started getting emotional after these incidents, we knew we had to take action immediately.

Safe space to talk

The employees' manager and I decided we'd try a mediation session.

We brought both workers in to a private area so we could talk it out and see what was really going on.

Turns out, the bully didn't realize how much his actions were really

bothering his co-worker.

This session allowed the bullied employee to get all his feelings off his chest and helped the other see why he needed to adjust his behavior.

I took the opportunity to remind the bully that horseplay won't be tolerated in the workplace.

This approach was enough to end the behavior and allow both employees to continue working together peacefully.

(Robin Wilkes, HR manager, BMS Direct Inc., Lynchburg, VA)

**REAL
PROBLEMS,
REAL
SOLUTIONS**

2 **New staffers were less resistant to change**

When a series of regulations came out that changed some practices in our industry, we knew we had to get on the ball quickly.

So we promptly put together a training program.

Trouble was, some employees were resistant, claiming the changes were too far off to be worrying about now.

We knew we were going to have to change our approach to ensure everyone completed the training and

took the changes seriously.

So we decided on a new strategy.

Didn't want to be left behind

Instead of fighting with the resistant employees, we started focusing our efforts on our youngest staff members and new hires.

Of course, we still were going to train our senior staffers. But instead of banging our heads against the wall with the vets, we put more energy into training the newbies.

Newer hires didn't have as much

experience with the old rules, so learning about the new way we needed to do things went smoother.

Our veteran workers noticed the newer employees jumping on board with the training, and that was enough to convince them.

After all, they didn't want to get left behind, and soon they were just as eager to learn about the new regulations, too.

(Robert Cooper, job training and safety coordinator, Nebraska Rural Electric Association, Lincoln, NE)

3 **Got great feedback from our biggest slacker**

As managers, we often look to the best and brightest employees for feedback on how we can improve policies and processes.

After all, these employees do their jobs well. They're in tune with the company and its needs. They're similar to us.

So, in theory, they should have the most valuable insight.

But whenever I asked them for feedback, all I seemed to get was a

whole lot of agreement.

So, I switched gears.

A different perspective

I decided to ask my most laid-back (some might call him lazy) employee for his thoughts on a new process I was considering for our department.

I presented choices – we could do it this way or that way – and asked what he thought.

He pointed out that one approach would take more steps, while the other would take fewer.

Considering how many times the task was done each day, the first (more expensive) approach would definitely slow us down.

I realized that because of his laid-back personality, this employee had the insight to pick out the more effective approach.

Now I make sure to get feedback from a variety of employees who will offer unique perspectives based on their personality and work ethic.

(Justin Robbins, group community director, ICMI, Colorado Springs, CO)

Supreme Court to review LGBTQ discrimination cases

After years of disagreement between courts on whether Title VII prohibits sexual orientation and gender identity discrimination, the Supreme Court is finally weighing in.

In the past, SCOTUS has refused to review LGBTQ discrimination cases, leaving it up to the circuit courts to interpret Title VII.

But now, the Supreme Court has agreed to take a look at three cases. These include two rulings in favor of LGBTQ employees who were fired once their employer discovered their orientation, and one ruling against a gay employee.

Info: bit.ly/SCOTUS533

New regs: Slew of laws enacted in New Mexico

Lawmakers have been busy in The Land of Enchantment. Going into effect this spring and summer are nine new employment laws. Here are the highlights:

- Gender-neutral restrooms – employers must give employees access to a single-user bathroom.
- Ban the box – employers may no longer inquire about a candidate's criminal record on an application.
- E-cigarette ban – electronic

cigarettes cannot be used in the workplace, and

- Medical marijuana protections – there are now more conditions eligible for medical marijuana use.

For the complete list, go to: bit.ly/NMlaws533

Companies with the best work-life balance

Indeed just released its 2019 list of 100 Top-rated Companies, and businesses like Keller Williams Realty and In-N-Out Burger took the top spots for perfecting work-life balance.

What are these employers doing to keep their employees so happy? Work-life balance strategies include:

- flexible scheduling
- paying above average wages
- allowing remote work
- accommodating life events, and
- offering child care options.

Info: bit.ly/worklife533

Lighter side: Onboarding potluck was raw deal

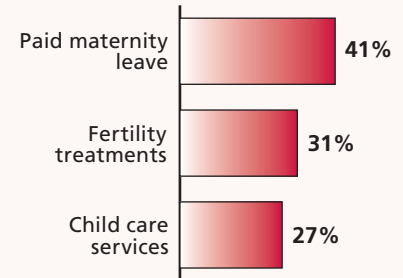
What better way to roll out the red carpet for a new employee than by throwing a celebratory potluck?

But when one company did this, it didn't end well.

WHAT COMPANIES TOLD US

Family-friendly benefits

What kind of perks do you offer to support employees with families?



Source: International Foundation of Employee Benefit Plans

More employers are offering family benefits to attract talent. These perks can even draw people back into the workforce – reports suggest millions would come back to work for these benefits.

Each issue of WWHR contains an exclusive survey to give executives insight into what their peers nationwide are thinking and doing.

One worker decided to bring in raw chicken wings to the lunch. Though he claimed to have cooked them in the office before the potluck, they were still very raw and made quite the impression on the new hire – she quit three weeks later!

Next time you throw a potluck, maybe suggest premade items to your employees lacking culinary skills.

Info: bit.ly/chicken533

Sharpen your judgment...

THE DECISION

(See case on Page 2)

Yes, the company won when a court dismissed the lawsuit.

Maggie's attorney tried to argue Maggie's disability prevented her from working under her current manager, so it was the company's ADA responsibility to accommodate her request for a different manager.

But the court disagreed. It said an employee only needs an accommodation if their disability substantially limits their ability to perform a broad range of job functions.

And Maggie's PTSD, it said, didn't stop her from actually performing her job duties – which her doctor confirmed

– so she wasn't eligible for an ADA accommodation. Also, Maggie still had FMLA leave she could take to deal with her PTSD.

The company was under no obligation to assign Maggie a new manager, the court said.

■ Analysis: Condition must impact job duties

This case shows that even if an employee has an ADA-qualifying condition, it doesn't mean they automatically receive their preferred accommodation.

Despite the note about Darryl causing Maggie added stress, Maggie's doctor cleared her to perform all her job duties, meaning no accommodation was necessary.

Cite: *Tinsley v. Caterpillar Financial Services, U.S. Dist. Crt. of App. 6th Circ., No. 18-5303, 3/20/19. Fictionalized for dramatic effect.*

Education benefit allows employees to earn degree, grow professionally

■ For \$1 a day, employees can go 'back to school'

The labor landscape is constantly changing, and we wanted to make sure we were changing with it to keep our employees at their most engaged.

We strive to offer competitive pay and benefits, and one area we wanted to focus on was education.

That's when we decided to create a brand-new education benefit all of our employees could take advantage of.

Continued learning is important to a lot of people, and we wanted our employees to be able to easily pursue their education goals while still earning a paycheck.

Practical coursework

We partnered with Guild Education and three universities to create our Live Better U program.

Here's the gist: For \$1 a day, any employee could enroll in the program to earn their college degree.

We really wanted the coursework to be relevant and practical, so we worked closely with the three universities to create customized degree programs.

Workers could receive a bachelor's degree in either business management or supply chain management.

We felt these two programs would be most helpful for both employees who wanted to continue their career with us and those who wanted to pursue their business goals elsewhere.

Something for everyone

Our goal was truly to encourage all types of learning. We also wanted to ensure Live Better U was sustainable long-term – we wanted high enrollment rates *and* completion rates.

To really appeal to all employees, not just the ones seeking a bachelor's

degree, we added additional learning opportunities as well.

Employees could also earn their GED if they never finished high school. Others could get major discounts if they entered master's programs or took classes to learn a new language.

Getting the word out

We were so excited about this program that when we rolled it out, we were a little surprised at employees' hesitation to join.

People were just very skeptical – \$1 a day for a college degree sounded too good to be true!

To tackle this, we had managers speak with their employees about Live Better U and answer any questions.

Employees were told about all the support available to them, too. For example, those who join the program are assigned an education coach who will help them work through the application process and select the right learning program for them.

To really drive home the point, after we got our first few participants, we had them share their stories.

One employee who was too busy with work and family to go back to school was able to easily balance her coursework all online.

Another employee is working toward her business degree to open up her own salon on the side, all while continuing to work for us.

We're already so pleased with our participation rate: 4,800 employees are currently enrolled!

(Michelle Malashock, corporate communications, Walmart, Bentonville, AR)

Case Study:
WHAT
WORKED,
WHAT
DIDN'T

■ 5 ways to maximize the efficiency of your office space

No matter how your workspace is set up, not everyone is going to like it. Whether it's a completely open office or a room filled with cubicles, it'll be some employees' ideal while others' worst nightmare.

Figuring out an arrangement that works best for everyone is no easy task, but there are ways you can organize your space to give employees the best of both worlds.

Striking a balance

Steve Farber, founder of Extreme Leadership Institute, has some tips for an office redesign that's sure to please everyone.

Here's what Farber shared about ways to approach it on *Inc.com*:

1. Give the option of privacy.

If you have an open office space, certain employees are going to hate this. Introverts need their own space – or, at least the option of it. Farber suggests letting these employees choose their desk, or giving them ready access to a conference room.

2. Thoughtfully pair desk neighbors.

Nothing's worse than a chatty employee next to one who likes to work in silence. Think about which employees have similar work styles. Also, consider seating newbies next to the veterans who wouldn't mind answering questions.

3. Have "sanctuary" space. Even extroverts need a private space sometimes. Whether it be for an important call or just the need for silence, it's important everyone has somewhere to escape to.

4. Keep things light. Natural light and bright colors have a huge impact on mood and productivity. Simply brightening things up can boost morale.

5. Have mobility. Landlines and desktop computers keep employees firmly attached to their desks. Consider equipment that can move, which'll encourage collaboration and make assignments easier.

Info: bit.ly/officespace533

WHAT WOULD YOU DO?

Companies face competing agendas when dealing with their employees. They must find ways to inspire their people to excel, while controlling costs and staying within the law. Here we present a challenging scenario and ask three executives to explain how they'd handle it.

Vacation season has department stressed: How can everyone handle the workload?

The Scenario

It was a beautiful spring day, and HR manager Stu Capper decided to take his cup of coffee outside in the sunshine.

"Oh, hi, Sean," Stu said when he saw department manager Sean Wise outside as well. "Beautiful weather, isn't it?"

"Oh, yeah," Sean agreed, offering a small smile. "Everyone's got a case of spring fever, I think. The vacation requests just keep flooding in."

"Yeah, it's about that time of year," Stu said pleasantly, though he noticed Sean's smile had vanished.

"Everything all right?" Stu asked, sensing something more was on his mind.

"We just have a lot of people who are going to be out," Sean said, shaking his head. "It seems like every week from now until August, someone has something

planned. I don't know how we're going to get everything done."

Struggling to keep up

Stu frowned. "Well, how'd you handle this last year?" he asked.

"Last year, we still had Gina and Phil on board," Sean pointed out. "And fewer people had a lot of PTO stored up. It's not like I can tell people not to go on vacation."

"True," Stu said. "Everyone deserves the time off."

"But my people are already stressing about keeping things running without a crucial team member every week," Sean said with a shrug. "And I'm not sure what to tell them."

"Let me see what I can do," Stu replied.

If you were Stu, what would you do next?

Reader Responses

1 Carol Brown, HR manager, Seneca Cayuga Nation, Grove, OK

What Carol would do: I'd help Sean explore whether we could get some help from other departments. While these employees couldn't replace the ones on vacation, they could certainly perform small, time-consuming tasks to help take some of the burden off the department.

Reason: Utilizing employees in other departments is a great way to get some help with clerical work while not having to worry about hiring temporary staff.

2 Mel Rozeboom, HR manager, Southwest Transit, Eden Prairie, MN

What Mel would do: First, I'd look into how big of an impact these requests were having on the department's productivity. If necessary, I'd consider bringing on some part-time workers to help cover for the vacationing employees. This would be a good opportunity as well to get current

employees cross-trained – they could help out if we couldn't bring on extra workers.

Reason: Vacation time is important, but so is keeping everything running smoothly. If getting other employees to help out isn't feasible, we'd have to bite the bullet and bring on part-time help.

3 Joy Conrad, HR director, Projects Unlimited, Dayton, OH

What Joy would do: I'd sit down with the department and explain the importance of employees being able to recharge with vacation time. I'd ask the employees to be patient during the busy summer months, but that they may have to increase their workloads a little bit to allow colleagues to take their deserved time off.

Reason: I'm a big believer in vacation time – rest and relaxation are so important, and it allows employees to come back with fresh new ideas. I don't think it's unreasonable to ask staff to do a little extra work, since their colleagues will return the favor when it's time for *their* vacation.

QUOTES

In three words I can sum up everything I've learned about life: It goes on.

Robert Frost

Respect your efforts, respect yourself. Self-respect leads to self-discipline. When you have both firmly under your belt, that's real power.

Clint Eastwood

Perfect happiness is a beautiful sunset, the giggle of a child, the first snowfall. It's little things that make happy moments, not the grand events. Joy comes in sips, not gulps.

Sharon Draper

You must not lose faith in humanity. Humanity is an ocean; if a few drops of the ocean are dirty, the ocean does not become dirty.

Mahatma Gandhi

Research is formalized curiosity. It's poking and prying with a purpose.

Zora Neale Hurston

Fear doesn't exist anywhere except the mind.

Dale Carnegie