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HRMORNING

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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.

NLRB: 6 reasons to check your handbook policies now

■ Practices that can land you in court

Here's a good reason to dust off that employee handbook and refamiliarize yourself with the ins and outs of your policies.

The National Labor Relations Board (NLRB) recently reviewed an employer's handbook and issued memoranda, offering guidance on the legality of certain policies.

What's lawful, what's not

While not an official ruling from the NLRB, the advice division's stances on certain handbook policies can be used as a blueprint for employers creating and updating them.

Here are the specific questions about policies and procedures the NLRB addressed:

1. Can handbooks be confidential?

This employer labeled its handbook and policies as confidential, preventing employees from openly discussing them. The NLRB said this is unlawful.

By prohibiting employees from talking about information in the handbook, it essentially forbids employees from discussing benefits and working conditions with each other and nonemployees.

The NLRB added that this

(Please see Handbook ... on Page 2)

60% of firms working to correct pay inequities

■ Those that haven't taken action yet are strongly considering it

The 2019 Pay Equity Practices Survey conducted by WorldAtWork revealed the majority (60%) of companies are actively working to correct pay inequities based on gender and race.

The study found that larger companies are more likely to take on this issue than smaller ones.

Those taking action are concentrating on 3 main areas:

- pay equity analysis (93%)
- pay equity adjustments (77%), and

- identifying and resolving root causes of pay inequities (72%).

More than gender

While pay imbalances based on gender are often the most talked about, employers are concentrating on other factors like race and age as well.

According to the survey, pay equity analyses usually result in wage increases for less than 5% of the workforce, with an average increase of 5%.

Click: bit.ly/payequity534

Handbook ...

(continued from Page 1)

confidentiality policy also restricted employees from disclosing pay information, which is a fundamental National Labor Relations Act (NLRA) right. The act guarantees that employees may speak freely about wages, whether it be with other employees or third parties.

2. Can employees use work email for personal reasons? The handbook being reviewed prohibited employees from using their work email for personal messaging, even on non-work time. The NLRB ruled this was a violation of the NLRA as well.

Under the act, employees are permitted personal access to their work email during lunch periods and breaks – a rule completely forbidding that is unlawful, the NLRB said.

The only exception would be if an employer could demonstrate “special circumstances” in which using email for personal reasons during breaks

would disrupt production.

3. Can we prevent employees from wearing clothing with commercial advertising? The employer had this dress code rule in effect, and the NLRB decided this was lawful.

A policy like this would only violate the NLRA if it could be interpreted that wearing union logos was forbidden. But a dress code simply prohibiting inappropriate or unprofessional clothing is lawful.

4. Which employee info should be kept confidential, and which can be shared? The employer had a rule directing employees to use a “high degree of caution” when handling customer lists, employees’ personal information and HIPAA-related info.

The rule also noted that managers with access to this information must not discuss or divulge it. The NLRB ruled this policy was lawful.

Under the NLRA, employees have the right to share basic info such as co-workers’ names and addresses if not obtained through personnel files. The NLRB said a reasonable employee wouldn’t believe the confidentiality policy infringed on this right.

5. Can we only permit designated employees to speak to the media? The employer had designated spokespersons to speak to the media, to avoid mixed messages regarding the company’s stance on issues. The NLRB ruled this policy was lawful.

A rule like this would only violate the NLRA if employees were banned from voicing workplace grievances in public or with the media.

6. Can we prevent employees from using cell phones in the workplace? The employer banned the use of personal cell phones for the entire work day. The NLRB said this policy was unlawful.

According to the NLRA, employees have the right to use their cell phones during breaks and lunches, so a policy banning them completely is in violation of the act.

Info: bit.ly/NLRB534

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.

■ Racial bias? Worker fired after violating call-out rule one time

HR manager Lynn Rondo was scrolling through resumes on LinkedIn when company attorney Eric Bressler walked into her office.

“Got some bad news,” Eric said as he sat down. “Brianna Tarth is suing us. She’s claiming we fired her because of her race.”

“That’s insane!” Lynn said. “We fired Brianna because she didn’t follow our call-out procedures when she missed her shift.”

“Why don’t you start from the beginning?” Eric asked.

Lenient in the past?

“Brianna was sick,” Lynn explained, “So she texted her manager less than an hour before her shift started. But he didn’t see that message in time.”

“Well, that’s not really her fault he didn’t see it ...” Eric countered.

“No, but our policy says to *call* if you can’t make it in,” Lynn pointed out. “Brianna ignored that.”

“She’s saying in the past managers have given other workers a pass when they’ve texted instead of calling out,” Eric replied. “Brianna’s the only one who’s been fired for a one-time offense.”

“Well, I can’t remember those other situations off the top of my head,” Lynn said. “But Brianna clearly violated our policy.”

When Brianna sued for race discrimination, the company fought to get the lawsuit dismissed.

Did the company win?

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

HR MORNING'S

What's Working in
HUMAN RESOURCES

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5th Circuit reinforces Title VII doesn't protect LGBTQ employees

■ Court ruled transgender employee wasn't discriminated against

While an employee lost her discrimination lawsuit due to lack of evidence, the 5th Circuit took the chance to issue a reminder on its Title VII stance:

In LA, MS and TX, the Civil Rights Act doesn't prohibit discrimination based on an employee's sexual orientation or gender identity.

Unaware of transgender status

Nicole Wittmer applied for a position at Phillips 66 Co. and received a job offer contingent on a background check.

But during that background check, the company discovered Wittmer had lied about why she left her previous job. She'd been let go – but in her interview, Wittmer claimed to have quit due to travel requirements.

Phillips 66 rescinded the job offer and Wittmer sued, claiming it was withdrawn because she was transgender.

The company argued it was unaware of her transgender status, and rescinded the offer because Wittmer was dishonest about her previous employment.

On appeal, the 5th Circuit sided with the company, saying Phillips 66 had a legitimate, non-discriminatory reason for rescinding the offer.

The court went on to say since it previously decided Title VII doesn't prohibit transgender discrimination, it had to follow that ruling in this instance as well – Wittmer isn't eligible for Title VII protections.

Cite: Wittmer v. Phillips 66 Co., 2/6/19.

Supreme Court may decide if ADEA protects applicants from age discrimination

■ Job required a 'maximum' of seven years' experience

After the 7th Circuit ruled the Age Discrimination in Employment Act (ADEA) doesn't protect job applicants, the Supreme Court is being asked to weigh in.

This huge potential SCOTUS decision comes after a 58-year-old job candidate was denied for having too much experience.

'Defenseless' applicants

Dale Kleber applied for a position as an in-house attorney at CareFusion. The posting for the job stated the candidate should have a "maximum of seven years of experience."

Kleber, who had more than seven years of experience, applied for the job anyway – but eventually the

position was filled by a 29-year-old, who didn't exceed the experience cap.

Claiming the job posting was discriminatory toward older candidates, Kleber sued CareFusion for violating the ADEA.

But the 7th Circuit sided with the company, claiming the ADEA "makes clear that Congress, while protecting employees from age discrimination, did not extend the same protection to outside job applicants."

Kleber asked the Supreme Court to review his case, arguing, "outside applicants are defenseless against covert discriminatory practices that deny older job applicants fair treatment."

Cite: Kleber v. CareFusion, 4/23/19.

■ Breastfeeding worker forced to quit gets a \$22K pay day

Does your company have a designated area for new moms to express milk? Here's a great reason to make one available as needed.

The DOL recently filed a lawsuit against Texas counseling company Allegiance Behavioral Health Center of Plainview for violating the FLSA's nursing mothers provision.

The lawsuit alleges the company denied a breastfeeding employee the time or space to pump. She was forced to express milk in the parking lot, in view of the public and other employees. The employee then resigned.

This is a clear violation of the FLSA, as forcing employees to express milk in public or in a bathroom is illegal, the DOL said.

Allegiance Behavioral Health Center will pay \$22,000 in back wages and damages to the worker.

Info: bit.ly/newmom534

■ Company owes \$27K after denying worker leave

Outright denying an employee's request for medical leave is a surefire way to attract the EEOC's attention.

Crain Automotive Holdings, located in Sherwood, AR, was sued by the EEOC after failing to provide an employee with FMLA leave.

According to the lawsuit, a Crain Automotive employee who suffered from anxiety and depression requested medical leave as an ADA accommodation. Not only did the company deny her request, but it fired her, the EEOC claimed.

Crain Automotive has agreed to pay the employee \$2,100 in back wages and \$25,000 in damages. In addition to the payout, it will:

- revise its anti-discrimination policy
- distribute it to workers, and
- conduct manager training.

Info: bit.ly/disability534

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.

Should we still be drug testing for marijuana?

Q: With an increasing number of states legalizing both medicinal and recreational marijuana, should we still screen job candidates and employees for it?

A: With the exception of federal DOT and safety-sensitive jobs, it's completely up to the employer when it comes to drug testing for marijuana, says employment law attorney Jonathan Crotty of the firm Parker Poe Adams & Bernstein.

In the current labor market, it could be a good idea for employers to stop screening for marijuana, as they could be severely limiting their talent pool. One compromise would be stopping pre-employment screenings, and only conducting drug tests after an accident or based on reasonable suspicion.

If you go this route, it's important to note in your drug policies that on-duty intoxication or marijuana possession is prohibited.

How should we handle pets in the workplace?

Q: An employee brought his dog into the office. It wasn't bothering anyone and we don't have a policy about this, but can I ask him not to?

A: The first step is finding out whether the dog is a service animal or just a pet, says employment law attorney Emily Massey (egmassey@wardandsmith.com) of the firm

Ward and Smith, P.A.

If the dog is a pet, it's important for employers to have a clear policy on whether pets are allowed in the workplace – and apply this consistently.

But if it's a service animal, employers must start the interactive process under the ADA – this means the employee has to obtain documentation proving the need for a service animal, and the employer evaluates how reasonable the accommodation is.

What can we do to ensure we make the right hire?

Q: We do several interviews and skills tests before we hire someone. What else can we do to select the best candidate?

A: Job shadowing is a great tool to add to your interview process to make sure your candidate is a good fit, says HR leader Kimberly Lundy of Lundy HR Consulting.

Sometimes a job doesn't end up being what the new hire imagined, so showing them exactly what it's like before hiring them is important.

Job shadowing allows a candidate to know what they'll be responsible for and the people they'll work with.

Not to mention, you get to see how the person interacts with your current staff.

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

EFFECTIVE COMMUNICATION

■ Reference checking: 4 great questions you'll want to ask

Every HR pro knows how important it is to check a candidate's references – a recent CareerBuilder survey found that 75% of hiring managers discovered a resume lie after doing so.

Not to mention, what you hear will ultimately determine if you'll make someone an offer. So not only is it crucial to check up on candidates' titles and education, it's necessary to know what kind of an employee they'd be.

Getting an honest perspective

To make the most out of calls with references, Adam Dean, founder of Dean Executive Search, recommends these four questions to learn the most about your potential employees:

1. **How did this candidate approach a specific challenging task?** This question forces the reference to move away from vague compliments into real examples. You'll learn how the candidate faced a challenge and what the results were.

2. **How was this person's work received by others?** Relationships with colleagues are very important, so you'll want to know how the candidate's work style meshes with others'. Ask the reference for a specific example of how the candidate's team felt about their performance on an assignment.

3. **How did the candidate help make their colleagues better?** This will help you find out if your candidate brings out the best in their co-workers. It's a great way to feel out if someone is a team player or tends to be a lone wolf.

4. **How effective is the candidate with achieving long-term goals?** The best employees are in the habit of setting long-term goals and achieving them. If the reference can't think of any examples of this, it's a red flag.

Info: bit.ly/refcheck534

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 Prizes got our staff to retain training info

It's no secret it can be difficult to get employees to pay attention during training sessions.

But the information in these sessions is often very important.

And we needed to get employees to take our safety training seriously. Our workers do a lot of physical labor outside, which puts them at risk for a variety of injuries.

But people tend to think they'll never be the ones to get hurt.

I knew we had to adjust our training strategy to get our folks to pay attention and keep them safe.

Acing our quizzes

We started doing monthly safety training sessions, which not only shows we're taking employees' safety seriously, but it makes the information more likely to stick.

At the end of each session, we do a question and answer period. We'll quiz our people on what we just covered.

We also throw in some

basic questions about the company that everyone should know to encourage more participation.

Anyone who knows the correct answers receives prizes, which range from small items to the highly sought after reward of a vacation day (our employees are mostly hourly and don't receive PTO).

Now, everyone pays attention in our meetings, and the number of employee injuries has decreased.

(Carrie Jordan, HR director, Babe Farms, Santa Maria, CA)

REAL PROBLEMS, REAL SOLUTIONS

2 Health plan redesign helps recruit top talent

We were getting tired of providing costly and subpar health benefits.

When a majority of your workforce is below the \$50,000 per year line, spending \$1,300 or \$1,400 a month on healthcare for a family is completely out of hand.

Our goal was to improve that coverage in hopes of enhancing recruitment and retention.

An advisor suggested a self-funded plan, with a "transparent" approach

to pharmacy benefit management (PBM) to combat rising prescription drug costs.

With this arrangement, the PBM charges only a modest administrative fee per script in lieu of rebates and manufacturer coupons.

Costs reduced by 38%

The plan redesign paid off in a big way, reducing costs by 38% (family coverage plummeted to \$800 a month) and generating a surplus of \$138,000 after the first policy year.

We decided to pass the savings on to our workforce by allowing employees to skip a month of premiums in year two.

Reinvested savings also paid for a concierge nurse navigator program, which helped us improve employee engagement.

Not only that, but these moves have allowed us to recruit top talent, which gives us a competitive edge.

(Joseph Huang, president, Great Lakes Auto Network, Ashtabula, OH)

3 Employee videos make us stand out online

When I joined my company, it was taking an old school approach to job postings – print ads!

I knew a major overhaul was in order. And in addition to getting our jobs online, I wanted to clearly establish our brand.

We wanted to use this opportunity to do more than write your typical job description. Our workplace culture is fun and welcoming, and we needed to show that to potential candidates.

So, we went to the people who'd be able to communicate that the best.

Dozens of submissions

We approached our happiest employees and asked them to record short videos explaining what they liked most about working for us.

Our people were glad to participate, and we got dozens of submissions.

To make things more fun, we had employees vote on the best videos, and threw a company dinner to give out awards to the winners.

Our people loved being so involved in this process, and the awards dinner was a nice way to show our appreciation to them.

We got a year's worth of social media content out of the videos, and we started attaching these to our job postings online.

Now, we stand out to applicants and they know exactly what kind of company we are.

(Annette Carroll, employer brand consultant, Procon, as presented at the ERE Recruiting Conference in San Diego)

Will min. wage go up to \$15 an hour? DOL says ...

Despite a push from the Democrats to raise the federal minimum wage to \$15 an hour, the DOL made it clear that's not happening right now.

Secretary of Labor Alexander Acosta recently announced the DOL won't back any bills aiming to increase the minimum wage. This stance is seemingly in response to Democrats prioritizing the issue – lawmakers introduced a bill in Congress back in January.

While Acosta stated “we all benefit when wages go up,” he added the DOL “doesn't support a change in the federal minimum wage at this time.”

Info: bit.ly/minwage534

Heads up: No more pot testing for NYC employers

Starting next year, the majority of New York City employers won't be able to screen candidates for marijuana before hiring them.

The new rule was just passed, and proponents of the legislation say marijuana use is no different than alcohol – and prospective employers don't test for that.

There are a few notable exceptions to this rule, however.

Positions for which employers may

still test for marijuana:

- construction workers
- police officers
- commercial drivers, and
- teachers.

Info: bit.ly/drugtest534

Here are the perks your staff wants this summer

Some employers may relax the dress code during the summer or throw a company picnic, but a new study reveals exactly what employees want when it gets hot outside.

Research by Robert Half shows the majority of employees (52%) desire flexible schedules the most during the summer months. Coming in second at 27% is an early departure time on Fridays.

Employers may want to consider this kind of flexibility in the summer, as it can really boost morale.

Info: bit.ly/summerperks534

Lighter side: Grab your popcorn for this legal drama

One ex-employee with sticky fingers is now facing a giant lawsuit over allegations she stole trade secrets.

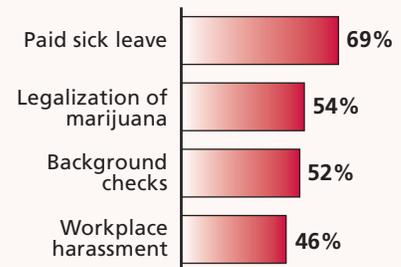
The information she allegedly stole? Garrett Popcorn Shop's top secret recipe.

WHAT COMPANIES TOLD US

Compliance struggles

With which state laws is it most challenging to stay compliant?

Note: More than one answer accepted.



Source: The Littler Annual Employer Survey 2019

With state laws constantly changing, it's a major challenge for employers to stay compliant. But they're remaining on their guard – 77% expect the EEOC to be aggressive in enforcing these laws.

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

Aisha Putnam was the director of research and development at the popcorn company when she got word she was getting the boot. Before that happened, Putnam swiped all of Garrett's secret popcorn recipes – and the company wants them back.

While waiting for this to play out, Putnam is probably enjoying some delicious, free caramel corn right now.

Info: bit.ly/popcorn534

Sharpen your judgment...

THE DECISION

(See case on Page 2)

No, the company lost when a judge allowed Brianna's case to continue to a jury trial. It's now facing a long legal battle or a costly settlement.

The company tried to argue Brianna was fired not because of her race, but because she violated their call-out policy by texting her manager.

But the court wasn't convinced. Brianna was able to give examples of other employees who'd been allowed to text their managers instead of calling out – and they hadn't been fired for it.

Since those employees were white, the court said,

it was possible Brianna was discriminated against because of her race.

■ Analysis: Apply policies consistently

This case highlights the importance of ensuring all employees follow policies equally, and all managers carry out discipline consistently – or it could look like discrimination.

The company claimed a violation of its call-out policy was grounds for termination, yet it hadn't fired anyone else for it in the past. In fact, it seemed like texting with managers was a fairly common practice.

This inconsistency was enough to land it in legal trouble.

Cite: Haynes v. Waste Connections, Inc., U.S. Ct. of App. 4th Circ., No. 17-2431, 4/23/19. *Fictionalized for dramatic effect.*

How hiring from overlooked labor pools became our biggest success

■ *Unconventional hires boost retention and create loyal workforce*

Working in the food service industry, recruiting can be a challenge. So, we're constantly looking for new ways to hire and hang on to our people.

And one day, we stumbled upon a solution completely by accident.

We found out that one of our recent hires (and best employees) was on a work release from prison.

While some employers may have been thrown by this discovery, we realized it was a great opportunity to utilize talent that was often overlooked.

If we set out to give job opportunities to local non-violent offenders, we could tackle recruitment issues while simultaneously helping out people looking for honest work.

Community assistance

When we proposed the idea of intentionally hiring previously incarcerated workers, our CEO was very supportive of the idea. He's a strong believer in giving back to the community and second chances.

But we knew this was more complicated than just getting the OK from the boss. We needed to do our research and make sure our managers were on board.

We started by reaching out to community organizations that help rehabilitate people when they're released from prison. They offered us a list of vetted, job-ready candidates – good people who just needed a chance to build their resume.

These organizations also helped us provide training to our managers, allowing them to feel more confident in working with the new hires. We knew workplace safety was going to be a big concern, and we needed

everyone to feel secure with this arrangement.

Making an impact

After the first few hires were successes, we decided to expand the types of people we were recruiting.

Dubbing the group "impact hires," we also turned our attention to bringing on disabled employees. Our goal was to have one out of three new employees be an impact hire.

This initiative completely transformed our workplace. By giving these impact hires a shot, we were able to teach them practical skills and give them valuable work experience they probably wouldn't have received otherwise.

In return, our employees work hard and are fiercely loyal. We've created a company culture where our impact hires feel accepted and secure.

Win-win

Of course, not every impact hire works out – but we don't let one or two failures hold us back. It was never a question of *if* we'd keep doing this, just *how*.

Our retention has increased dramatically, and when we need to hire more employees, we know exactly where to look. This has really cut down on recruiting costs and time, too.

Not only do impact hires help us out business-wise, but we're thrilled to be able to support our employees and give them their second chance.

(Megan Hansen, senior VP of people, MOD Pizza, as presented at the ERE Recruiting Conference in San Diego)

Case Study:
WHAT
WORKED,
WHAT
DIDN'T

■ What new college grads want: Attracting the class of 2019

Most colleges have dismissed their students for the summer, and amongst them are the newly graduated at the height of their job search.

According to LinkedIn, the number of new grads applying for jobs peaks in June – so now's the time to grab some of these young, eager candidates!

But attracting the class of 2019 can be tricky. What exactly are they looking for from an employer?

Money, culture, benefits

Luckily, a new study by staffing agency LaSalle Network sheds some light on that question.

Here are the highlights:

The class of 2019 isn't overly picky. The research found 35% of new grads would work for any company that hired them – even if the job was in a different field than they studied in school.

However, new grads have high salary expectations. Sixty-five percent of those surveyed want to earn \$51,000-\$60,000, and employers are paying up – 89% were offered a salary in that range, or more.

Along with money, the class of 2019 wants to work somewhere with a great culture.

And don't think they'll be easily bought with a ping-pong table or snacks in the breakroom – new grads want to see a clear path for professional growth and fast promotions, as well as a strong work-life balance.

Benefits are becoming very important to these young job seekers, too. Employers may assume 22-year-olds aren't thinking about health and retirement, but they are: The study found the top benefits the class of 2019 wants are comprehensive medical coverage and a 401(k) match.

Info: bit.ly/newgrads534

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.

Uh-oh! Employees are furious after pay info is accidentally shared with entire office

The Scenario

"Oh, no. *No, no, no,*" HR manager Stu Capper said to himself as he opened the most recent email in his inbox.

Before he could do anything else, Stu's phone started ringing.

"Hello?" Stu said.

"Stu, are you seeing this?" Stu recognized department manager Jamie Nichols' voice.

"You mean the spreadsheet with everyone's salaries getting put on the cloud so anyone can access it?" Stu asked, wincing as he said it.

"Payroll sent that email saying they fixed the mistake," Jamie said. "But it was up there for a few hours before anyone noticed. I'm sure some employees had to have seen it.

"And even if only one or two saw it,"

Jamie continued, "those numbers are going to spread like wildfire."

Not going to let it go

A few minutes after hanging up with Jamie, employee Brenda Forbes barged into Stu's office.

"Stu, you've got some explaining to do," she said. "Do you want to tell me why George makes ten grand more than me even though I do way more than he does?"

"Hold on, Brenda," Stu said, putting his hands up. "Sit down and we can ... "

"No!" Brenda said, crossing her arms. "I'm not being paid fairly. Neither is half my department, based on that little spreadsheet. We're not just going to let this go."

Brenda stormed out of the office.

If you were Stu, what would you do next?

Reader Responses

1 Sandi Creyaufmiller, VP of HR, Marine Bank and Trust, Vero Beach, FL

What Sandi would do: I'd consult with our legal team to craft a statement, apologizing for the error and promising confidentiality going forward. I'd then get together with Payroll and see how this happened – and ensure it never happens again. After that, I'd take Brenda's complaint seriously and look for pay discrepancies.

Reason: This is a delicate situation that could lead to lawsuits, so it's important to get legal involved immediately. Making sure something like this never happens again should be a top priority, as should investigating whether everyone is compensated fairly – that could be the only course of action to calm everyone.

2 Maria Reyes, HR manager, Wallenius Wilhelmsen Solutions, Oxnard, CA

What Maria would do: My first call would be to our legal department to get

their advice on how to handle this serious situation. Then, I'd round up IT, Payroll and other involved departments and we'd come up with a game plan together.

Reason: It's crucial we handle this situation properly, as it can have major consequences on both employee morale and our financial situation. Getting legal involved can help ward off lawsuits, and working with every department will ensure we come up with the best approach to correct this.

3 Dan Whitehead, controller, Montezuma Water Company, Dolores, CO

What Dan would do: I'd conduct a pay audit to make sure our compensation system was fair. If it was, I'd explain to the upset employees that many factors, such as experience, training and education go into calculating their salaries.

Reason: We have to take Brenda's concerns seriously, so taking a closer look at pay is important. But this most likely comes down to employees not understanding how many factors affect their salaries.

QUOTES

Infuse your life with action. Don't wait for it to happen. Make your own future. Make your own hope.

Bradley Whitford

You may not be able to change a situation, but with humor you can change your attitude about it.

Anne Klein

Never give up on what you really want to do. The person with big dreams is more powerful than the one with all the facts.

H. Jackson Brown, Jr.

Knowledge is power. Information is liberating. Education is the premise of progress – in every society, in every family.

Kofi Annan

Our uniqueness, individuality and life experience molds us into fascinating beings.

Linda Thompson

Strength and growth come only through continuous effort and struggle.

Napoleon Hill