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## Attract more applicants: 7-step guide to stellar job postings

### ■ *Nailing the first step of the hiring process*

**Y**ou might have a streamlined interview process, an eager hiring team and even a perfect onboarding experience for your new hires.

But none of that matters if you aren't nailing the very first step in the entire hiring process: Job postings!

#### Getting it right

When it comes down to it, your job postings are the most-seen aspect of your company. They're the thing all candidates and would-be candidates interact with.

One quick glance at a job posting sparks the candidate's first impression

of the company – and how the post is composed ultimately determines if that person will apply or keep scrolling.

Some companies may make job postings a little too fun and creative, which can cause confusion about what the job actually is. Others may oversimplify them, leaving job seekers wanting more.

But according to employer brand consultant James Ellis, job postings don't have to be a jumbled mix of bulleted duties and requirements.

Ellis recently shared his foolproof blueprint for writing great job postings

*(Please see Postings ... on Page 2)*

## DOL to review, evaluate FMLA regulations

### ■ *Agency's goal is to make compliance easier on employers*

**T**he Department of Labor (DOL) just announced its intention to review current regulations for the Family and Medical Leave Act (FMLA).

Its first step will be to issue a Request for Information (RFI) to receive feedback from stakeholders on how the agency can improve its regs.

#### Simplifying the FMLA process

The RFI is in very early stages and isn't expected to be ready until Spring of 2020.

But, the DOL made the purpose of this massive undertaking clear. The agency has two main goals:

- To better protect and suit the needs of workers, and
- To reduce administrative and compliance burdens on employers.

Earlier this year, Helen Applewhaite, a branch chief of the DOL's Wage and Hour Division, said the agency is specifically looking for ways to make FMLA forms easier to use and to put less responsibility on doctors.

*Click: [bit.ly/FMLA535](https://bit.ly/FMLA535)*

# Postings ...

(continued from Page 1)

at the ERE Recruiting Conference in San Diego. Here are the steps he laid out:

1. **Job title.** Ellis warns employers away from being creative here. It's best to be simple and direct, so anyone reading the title could understand what the job is. (This means avoiding words like "guru" and "hero.")

This also isn't the place to try and grab job seekers' attention. Ellis says to avoid phrases like "excellent pay!" and "great opportunity!" in the title. All that should be here is the clearest, simplest job title you can manage.

2. **Headline.** Here's the place you should grab someone's attention, Ellis says. It's also your first chance to express your brand.

Ellis recommends a question to keep the candidate reading. Try something like, "Ready to work in a place that actually cares about

its employees?" or "Interested in working for a company that builds amazing things?"

3. **First paragraph – company info.** Here's your chance to paint a picture of your company in the applicant's mind. The first paragraph is a good place to speak about your culture and values, as well as the meaning of the work you do.

Ellis says ideally this should be 3-4 sentences. The good news? Once you have this little intro perfected, you can use it in all your future job postings.

4. **Second paragraph – team.** Now you should delve into what the team or department does. Why does it exist? How does it help the company?

This should also be 3-4 sentences, and you can reuse this part for every job posting from this department.

5. **Third paragraph – the role.** Here's where you begin to get into what the job is, Ellis says. In 3-5 sentences, explain what role the job plays in the department, and ultimately, the company.

You don't want to go into too much detail here, Ellis says. Leave that for bullet points later in the post.

6. **Duties and responsibilities.** Ellis suggests renaming this to "How you'll spend your time." This should be a bulleted list of tasks the candidate would work on day to day.

7. **Requirements or qualifications.** Again, Ellis recommends calling this section, "We're excited about you if ..." This section will be your second set of bullets. Be aware any legal requirements would go here.

Ellis says only the most important requirements should be listed here. If you have too many, you could be missing out on great candidates who believe they aren't qualified enough.

He also recommends bullets in this section follow this formula:

"You will need (experience or skill) to (task or job) for (purpose or outcome). For example: "You will need to know Excel to build pivot tables that will identify new leads."

## 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.*

### ■ Applicant passed over twice for someone younger: Age bias?

HR manager Lynn Rondo was filing the paperwork for the newest hire when company attorney Eric Bressler knocked on her door.

"Hey, Eric," Lynn said with a smile. "Can't wait for Jenna to start on Monday. I think she's going to be a great fit."

"I hope you can prove she's a great fit," Eric said with a sigh. "The candidate we passed on, Lily Finn, is suing us for age discrimination."

### Qualified, but bad interviewee

"Are you serious?" Lynn asked. "Just because Jenna is younger?"

"Lily says she was more qualified than Jenna," Eric said, "But we passed on her anyway."

"Sure, Lily had a master's degree, which Jenna didn't have," Lynn conceded. "But the bottom line is Lily just didn't interview well. She couldn't really answer my questions, and her management style at her last job was questionable."

"I agree with you, Lynn," Eric said. "I think Jenna's definitely the better fit. But this is also the second time Lily has been rejected for a position here – both times, for a younger candidate."

"Like I said, age had nothing to do with it. Lily just wouldn't have worked out in either position," Lynn said.

When Lily sued the company for age discrimination, it fought to get the case dismissed.

Did the company win?

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

HR MORNING'S

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EDITOR: RACHEL MUCHA

MANAGING EDITOR: RICH HENSON

EDITORIAL DIRECTOR: CURT BROWN

PRODUCTION EDITOR: JEN ERB

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# Company fires wife of accused sexual harasser, and 8th Circuit says it's OK

### ■ Employer worried wife's presence would make victims uncomfortable

Is it legal for an employer to discipline an employee for the actions of their spouse?

According to the 8th Circuit in this recent case? Yes.

#### First Amendment violation?

Husband and wife Tamela and Bert Muir both worked for the sheriff's office in Decatur County, IA – Tamela as dispatcher and Bert as the sheriff.

After over 15 years on the job, however, sexual harassment complaints against Bert started rolling in, with six total accusers.

After an investigation that substantiated these claims, Bert resigned once it was apparent he was going to be fired.

However, the sheriff's office was concerned about Tamela still working

there, as Bert's victims would most likely be uncomfortable working with their harasser's wife. Tamela was later let go, and she sued for retaliation.

Tamela claimed her employer violated her First Amendment right to intimate association, since she was fired for who she was married to.

A district court sided with Tamela, but the 8th Circuit reversed.

It said in order for Tamela's First Amendment right to be violated, the employer would've had to interfere with her right to enter or maintain a marital relationship.

Since the sheriff's office didn't discourage or prevent the marriage in any way, Tamela's rights weren't violated, the 8th Circuit said.

*Cite: Muir v. Decatur County, 3/8/19.*

# Court: No retaliation against employee on FMLA leave who received smaller bonuses

### ■ Company wasn't required to give full bonuses during absence

When an employee on FMLA leave was eligible for bonuses but didn't fully receive them, it raised the question of whether that could be considered retaliation for taking leave.

Here's a breakdown of the case.

#### Lack of production

Gregory Clemens worked at Moody's Analytics when he took FMLA leave for cancer.

During his absence, he was eligible for performance-based incentive bonuses. Clemens received part of his bonus, but not as much as he would've received if he didn't take FMLA leave.

He sued, claiming this was

retaliation, as well as leave interference.

A district court ruled in favor of the company, saying Clemens' incentive bonus was appropriate based on his lack of production during his absence.

On appeal, the 2nd Circuit agreed, saying to prove an interference claim, Clemens would have to demonstrate he was denied certain FMLA benefits.

The court went on to say there was no retaliation either, since Clemens' bonus was based solely on his reduced hours – not the fact he was on approved medical leave.

*Cite: Clemens v. Moody's Analytics, 5/3/19.*

### ■ School pays \$11K for violating Equal Pay Act

The EEOC set its sights on one school after learning its female principal made less than her male predecessor and male replacement.

Unified School District 245, located in Kansas, violated the Equal Pay Act when it paid a female principal less than her male counterparts, the EEOC claims in a recent lawsuit.

When Julie Rosenquist was hired as principal, she earned \$5,000 less than her male predecessor. After requesting a raise, Rosenquist was given \$1,500 more.

Eventually, Rosenquist left the position due to the disparity. Her replacement was a man, and he received the same salary as Rosenquist's predecessor, according to the EEOC.

Unified School District 245 will pay \$11,250 to Rosenquist in monetary relief. The district also has agreed to implement training and new procedures to ensure disparities don't happen again.

*Info: bit.ly/disparity535*

### ■ Company refused to grant FMLA leave, now owes \$50K

Failing to excuse an employee's disability-related absences can lead to a major employer payout, which the EEOC proved in a recent lawsuit.

Pilgrim's Pride, a retailer of poultry products in Alabama, fired an employee who missed work due to heart surgery, according to the EEOC.

The employee requested leave for the procedure and was initially granted it. But when he tried to return to his job, the employer claimed he was never granted leave and violated the company's absence policy. This is a violation of the ADA, the EEOC says.

Pilgrim's Pride will pay \$50,000 to settle the lawsuit and must inform employees of their ADA rights.

*Info: bit.ly/ADA535*

# 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.

### Is alcoholism considered a disability under the ADA?

**Q:** If an employee is suffering from an addiction to alcohol, do we need to accommodate them like other disabled workers?

**A:** According to the EEOC, alcoholism can be considered an ADA disability under certain circumstances and could require an accommodation.

The ADA doesn't protect those who are currently using drugs or alcohol, but it can protect those in recovery.

In order to qualify for ADA protection, the employee must be able to perform their job satisfactorily and be held to the same standards as everyone else.

If the employee meets these criteria, they may qualify for an accommodation if it would help their recovery efforts. For example, the EEOC says one type of accommodation could be a flexible schedule to allow the employee to attend AA meetings.

Depending on the situation, the employee could also receive time off under the FMLA to go to an alcohol treatment facility.

### How do we stop new hires, candidates from 'ghosting'?

**Q:** We've had a few candidates and new hires simply drop out of the process or leave their job with no notice. Is there anything we can do to prevent this from happening?

**A:** Unfortunately, "ghosting" is very common in today's job

market, says HR exec Barbara Schultz of Community Career Center. However, there are ways you can try and get on top of it.

With younger generations especially, quitting via text message or no notice at all is popular. To address this, it's best to just come out and let these candidates/employees know your expectations.

Develop communication protocols and explain the proper resignation etiquette to your new hires. When you detail the proper procedure and let the person know, they're much less likely to quit with no notice.

### Are our 'gig workers' employees or ICs?

**Q:** We have workers who provide their services to clients on an on-demand basis. Would they be considered independent contractors or employees?

**A:** The DOL recently addressed this question in a new opinion letter. It determined web-based companies that pair clients with customers as needed – like Uber – employ independent contractors.

Among other reasons, the DOL came to this conclusion because the workers had "significant flexibility" over their schedules and had the freedom to explore job opportunities with competitors.

*If you have an HR-related question, email it to Rachel Mucha at: [rmucha@HRMorning.com](mailto:rmucha@HRMorning.com)*

## EFFECTIVE COMMUNICATION

### ■ Cross-training: How to get the most out of your staff

Between being able to offer new opportunities and solve staffing problems, cross-training your employees makes a lot of sense.

But it can be tough to know exactly where to start. What's the best way to share the information with your employees? What's the best position to train them for?

### 3 key steps

On *Inc.com*, leadership coach David Finkel shared his strategies for how employers should take on this intimidating task.

1. **Think about your business needs.** Before jumping into cross-training, it's crucial to understand which positions would be the most useful for more people to know. Think about key members of your team and what happens if they're out sick. Their duties still need to get done – who does them now?

Is there an important task only one person knows how to do? What happens if this person were to leave the company? Answering these questions will tell you which trainings you should start with.

2. **Don't overload with info.** When training someone, it can be tempting to give them an overview of everything from top to bottom. But this will do nothing but overwhelm the worker.

Instead, give the employee bits of information at a time and see what they do with it. Even if you have to correct them a dozen times, they're more likely to learn from that than from a long lecture.

3. **Don't coach just for results.** Think about the bigger picture during cross-training. If the person isn't catching on quickly enough to nail your latest project, that's OK.

Focus more on the journey and the lessons you're teaching them now, which will undoubtedly lead to successes down the line.

**Info:** [bit.ly/crosstrain535](http://bit.ly/crosstrain535)

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# WHAT WORKED FOR OTHER COMPANIES

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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 How we encourage our talent to grow

Every employee at our company is unique and has their own way of doing things.

On one side of the spectrum are the innovators who have big, lofty ideas and are always looking to grow.

On the other side of the spectrum are those who are more set in their ways, and may need an extra push to get motivated and involved.

We, as managers, have to know our employees' personalities and work

ethics. That way, we can provide guidance and opportunities regardless of where they fall on the spectrum.

### Try these 3

Here's what we've found works:

No 1: We regularly communicate the importance of employees' ideas. We encourage them to come up with anything they think could improve our processes, culture, etc.

No 2: Whenever we find something that could help our staff grow, we pass it along. It's just a quick email saying,

"I saw this opportunity I thought you might like ..." There's no pressure at all.

No. 3: To ensure we're evolving as managers, too, we have a program focused on teaching leaders to coach, not direct others.

These three tactics have proved essential to talent management. Instead of pulling people along, we're helping them get motivated.

*(Tracy Zurcher, APM, manager of global disbursements, FedEx Services, Memphis, TN)*

**REAL  
PROBLEMS,  
REAL  
SOLUTIONS**

## 2 Helping employees get better sleep paid off

Our company had done a good job of tackling some of the more common health challenges employees faced, such as weight loss, diabetes management and smoking cessation.

But there was one issue we hadn't properly addressed yet: sleep.

Inadequate sleep costs businesses billions each year in absences, health costs, lost productivity, and even accidents and safety issues.

And thanks to new technology,

there were some things we could do to help employees get a full night's rest.

We wanted to take full advantage of that. So, we partnered with a vendor and launched "Project Z" at our workplace.

### Incentives bolstered participation

The program first screened employees for conditions like sleep apnea and insomnia.

Then, it created individualized action plans with a series of challenges to help employees improve their

physical conditions.

To bolster participation, employees earned incentives for completing

their recommended plans and accepting sleep challenges.

We're still in the early stages, but we're seeing a lot of enthusiasm from many participating workers.

Not only that, we're starting to see some early returns as employee productivity has improved.

*(Kim Stroud, employee health benefits division manager, Manatee County Government, Brandenton, FL)*

## 3 Interns were the key to our talent strategy

In the current labor market, talent acquisition is more challenging than ever. And we were looking for some creative ways to ease our hiring woes.

That was when we realized an untapped talent pool had been in front of us the whole time.

Currently in the U.S., there are 17.5 million undergrad students, most of them looking for internship opportunities before they graduate.

If we could develop an internship

program to teach valuable skills, these interns could help us out in areas we were lacking full-time staff.

### Giving them the experience

We immediately reached out to universities to partner with, and they were critical in helping us find interns.

We'd send representatives to certain schools to talk to the students. Those seriously considering an internship with us were invited to visit, and we gave them a tour of our facilities so they could see where they'd be working. This approach

typically sealed the deal!

While working with us, interns were each assigned a mentor to answer any questions and help them throughout their time with us.

Before they leave, we give everyone a survey on how we can improve the program for next time.

We always stay in contact with our interns and let them know about open positions once they graduate, too.

*(Christy Del Regno, talent acquisition manager, CVS Health, as presented at the ERE Recruiting Conference in San Diego)*

### EEOC discrimination claims at a 12-year low

In a recent report, the EEOC revealed the number of discrimination lawsuits filed in 2018 was the lowest in 12 years.

The EEOC handled 74,418 claims in 2018, which is 8,000 fewer than the year before. While discrimination charges are declining, however, sexual harassment charges filed with the commission are still on the rise.

In the past, sexual harassment lawsuits have made up one-third of the EEOC's discrimination claims. The new data shows harassment charges have increased nearly 14% since 2017 – likely a result of the #MeToo movement.

Info: [bit.ly/EEOCdata535](http://bit.ly/EEOCdata535)

### Salaries for new grads hold steady from 2018

Despite the hyper-competitive job market, employers don't seem to be bumping up entry-level salaries in order to attract talent.

A recent study revealed new college grads will receive an average salary of \$51,347 annually. This is only a slight increase from last year, with the average new grad earning \$50,390.

Experts note this small salary increase isn't in line with inflation,

and if employers want to attract talent, they'll need to be more competitive with starting salaries.

Info: [bit.ly/newgrads535](http://bit.ly/newgrads535)

### McDonald's responds to 25 harassment reports

After over two dozen McDonald's employees filed sexual harassment lawsuits through the EEOC, the fast food giant is making some changes.

In June, McDonald's will be rolling out an anonymous reporting hotline for employees. In the past, the restaurant has also made policy changes to clearly communicate employees' rights.

This isn't the first time McDonald's has faced widespread harassment allegations. Last year, fast food workers in 10 cities went on strike to protest sexual harassment.

Info: [bit.ly/mcdonalds535](http://bit.ly/mcdonalds535)

### Lighter side: Boss laughs off manager's \$5K error

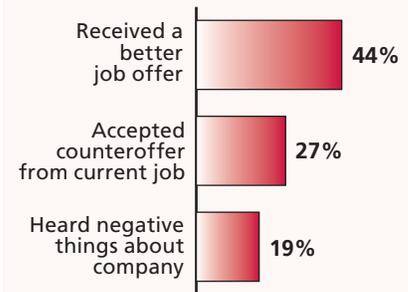
Everyone makes mistakes at work, and in the hectic restaurant business, mix-ups are bound to happen.

But one manager's mistake was worth a whopping \$5,000. A customer ordered a \$200 bottle of wine with their dinner, and the manager grabbed it for them.

## WHAT COMPANIES TOLD US

### Job offer rejections

Why do candidates back out of job offers after initially accepting?



Source: Robert Half

Almost one-third of candidates have backed out of a job offer after initially accepting. While employers can't do much about other offers, they can focus on improving the company's reputation.

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

What he didn't realize was he gave them a bottle worth \$5,000 instead.

The best part? The owner laughed it off on Twitter: "To the customer who accidentally got a Chateau le Pin Pomerol, hope you enjoyed your evening! To the member of the staff who accidentally gave it away – chin up! One-off mistakes happen and we love you anyway."

Info: [bit.ly/wine535](http://bit.ly/wine535)

## Sharpen your judgment...

## THE DECISION

(See case on Page 2)

Yes. The company won when a judge dismissed Lily's age discrimination case.

Lily's attorney tried to argue she was more than qualified for this position, yet was passed over twice for a younger candidate. The fact she had a master's degree – something the chosen applicants didn't have – proved she wasn't hired because of her age.

But the court disagreed. It said while Lily had a leg up on the other applicants because of her master's degree, the company had legitimate reasons for not hiring her. Lily didn't interview well, the court pointed out, and the

company had concerns about her management style.

Despite Lily's claims, the court said she was not "plainly superior" to the other candidates, and a reasonable employer could've chosen them over Lily.

### ■ Analysis: Detailed documentation is crucial

This lawsuit is a great example of how detailed documentation can make or break a case. The company had non-discriminatory reasons for not hiring Lily – and documented them. The court was able to see exactly why the company went with another candidate.

Subjective reasoning, like a candidate just "wasn't the right fit," can be construed as an attempt to cover up bias.

**Cite:** Romano v. Hudson City School District, U.S. Crt. of App. 6th Circ., No. 18-3969, 5/6/19. Fictionalized for dramatic effect.

# Why we eliminated résumés to tackle unconscious hiring bias

■ *Skill-based exercises tell us everything we need to know*

Try as we might to ignore it, unconscious hiring bias is a very real thing.

Research consistently shows that white applicants are more likely to get called in for an interview than candidates with non-white sounding names.

Another shocking statistic showcasing a systemic lack of diversity: There are fewer female CEOs than CEOs named David.

These facts alone were enough to start a serious discussion at our company. We started by having an expert come in to conduct an unconscious bias workshop with all our employees.

We discussed how everyone's life experiences shape who we are and the decisions we make, and that different perspectives can only help improve our company.

After this eye-opening workshop, we took a closer look inward.

### Goodbye, résumés

We started with examining the interview process to identify where the bias could seep in, and realized issues can arise at the résumé stage.

Certain managers put a lot of stock in seeing the names of certain colleges or past companies on résumés – a perfect example of unconscious bias.

To avoid this, we did something drastic: we took the résumés away from the managers.

Here's how it works.

Only our recruiting team sees the candidates' résumés. They'll pass along the strongest candidates to our managers, who won't see the résumé until the end of the hiring process.

Instead, we've created a unique and specialized interview process to ensure our candidates are qualified for the job – all without knowing any of their career history.

### Exercise-based interviews

Since managers didn't have the résumés to look at, we needed to come up with a way for candidates to demonstrate their skills.

We started doing exercise-based interviews, where candidates would go through a simulated assignment they'd face on the job. This allows managers to see their skills in action.

To make sure the candidate isn't caught off guard, we let them know exactly what to expect during the interview. This levels the playing field and gives them time to prepare.

Candidates really appreciate the heads up and the job simulation. Not only does it help us, but it helps the applicant get a better feel for the job and if they'd enjoy it.

### An objective system

While we have gotten some pushback from candidates – particularly veterans who are proud of their long résumé – overall this has really worked for us.

We now have an objective system to evaluate candidates fairly. Applicants get a taste of what the job will actually be like, and we know for sure someone wasn't given an edge because they share an alma mater with the hiring manager.

*(Lindsay Greenwalt, head of people operations, Cockroach Labs, as presented at the ERE Recruiting Conference in San Diego)*

**Case Study:**  
**WHAT**  
**WORKED,**  
**WHAT**  
**DIDN'T**

### ■ Why offboarding should be handled like onboarding

Employers are well aware that a top-notch onboarding program is essential when you bring on a new team member.

But a lot don't think about how it's just as necessary to properly send off a departing employee.

Offboarding may seem a bit irrelevant – after all, they're leaving. What does it matter?

But between potentially rehiring an old employee and showing your staff you care about them, there are a lot of great reasons to say goodbye the right way.

### 3 simple steps

David Sturt, executive VP of O.C. Tanner, which offers employee recognition solutions, has three simple offboarding suggestions.

1. **Listen to the why.** When an employee gives their notice, really pay attention to why they're leaving. It's possible they just got an opportunity they couldn't refuse. But they may have been unhappy in their position. If they had an issue with their manager or the company culture, you'll want to know so you can address the problem and stop others from leaving.

2. **Appreciate all their work.** It's always hard when a great employee leaves, but try not to express any negative feelings. Instead, focus on everything they've done over the years and show your appreciation. By specifically thanking them for their contributions, the departing employee will leave on a good note.

3. **Keep in touch.** Once the person leaves, don't let that be the last time you speak. Stay in touch. Not only does this show them the company cares, but by maintaining a relationship, the employee could end up returning someday. If not, at the very least there will be someone out there saying good things about your company.

**Info:** [bit.ly/offboard535](http://bit.ly/offboard535)

## 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.

### People are abusing remote work perk: Can HR keep it from getting out of hand?

#### The Scenario

As HR manager Stu Capper headed toward the kitchen for his second cup of coffee, he noticed a few more empty desks than usual.

*That's weird,* he thought to himself.

"Hey, Stu," department manager Macy Grant said as he walked into the kitchen.

"Hi, Macy," Stu said as he filled his mug. "Why's it so deserted out there? Where is everyone?"

#### Taking advantage

Macy sighed heavily.

"A few people are working from home today," she said, noticeably irritated.

"I thought that was just supposed to be for when people are too sick to come in or there's bad weather," Stu said.

"It was," Macy replied. "But then Adam asked to work from home because of a doctor's appointment, so I let him.

"Well, Karen heard about that, and then she needed to work from home because the plumber was coming ... "

"Let me guess," Stu said. "Now everyone wants to work from home for any little thing they can think of."

"Bingo," Macy said. "Suddenly, everyone has doctor's appointments or babysitters canceling on them."

"And since you've made exceptions for Adam and Karen," Stu said, "You can't really say no now if they've got a good excuse."

"Exactly," Macy said. "But this is getting out of hand. We've got to find a way to get everyone out of this bad habit."

*If you were Stu, what would you do next?*

#### Reader Responses

**1** Linda Pappajohn, HR director, Santora CPA Group, Newark, DE

*What Linda would do:* I'd create a written policy right away, explaining that working from home is for special circumstances only that must be approved by a manager first. I'd let the employees know if people take advantage of it, we'll rescind the perk. Also, we'd have the right to ask employees what work they've done at home.

*Reason:* Written policies are essential to ensure a perk is fair for everyone and isn't being abused. It's also important for us to let the employees know they could lose the perk if they continue to take advantage of it.

**2** Amanda Jarvis, HR manager, VT Hackney, Kidron, OH

*What Amanda would do:* I'd evaluate everyone's requests on a case by case basis, and grant permission to work from home based on how valid the reasons were. I'd also make it clear that this perk was for

salaried employees only and not hourly ones.

*Reason:* I think flexibility is important, especially if the employees really need it. But it's crucial to evaluate each request – if we started letting anyone work from home for any reason, it'd definitely get out of hand.

**3** Mandy Searle, HR manager, Leavitt Group Enterprises, Idaho Falls, ID

*What Mandy would do:* If our remote work policy said the perk was only for inclement weather or sick employees, I'd follow that with no exceptions. I'd explain to the employees that we mistakenly allowed Adam and Karen to work from home, but that exceptions won't be made again. I'd have a meeting to make sure everyone understood.

*Reason:* It's so important to follow the policy to the letter. If we start making exceptions for some people, soon we'd have to make exceptions for everyone – then no one would want to come into the office. We have to be clear with our employees that there are no special circumstances anymore.

#### QUOTES

I'm like a tree. My leaves might change color, but my roots are the same.

*Rose Namajunas*

The joy of life comes from our encounters with new experiences. Hence, there is no greater joy than to have an endlessly changing horizon – for each day to have a new and different sun.

*Christopher McCandless*

I used to think that the worst thing in life was to end up alone. It's not. The worst thing in life is to end up with people who make you feel alone.

*Robin Williams*

Living with fear stops us from taking risks, and if you don't go out on that branch, you're never going to get the best fruit.

*Sarah Parish*

Instead of trying to make your life perfect, give yourself the freedom to make it an adventure, and go ever upward.

*Drew Houston*