

JULY 1, 2019

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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.

# Unlimited PTO: The pros and cons of this trendy perk

■ *Policy advice from legal experts*

The idea of unlimited vacation time for employees sounds like a fantasy – but the reality is, a lot of employers are embracing this perk.

Companies like Grubhub and Netflix implemented unlimited PTO several years ago, and it's only been picking up steam since.

**Impractical, or genius?**

On the surface, unlimited PTO can seem impractical and costly, but it can also be viewed as a major morale booster and a win for company culture.

So, should employers offer this benefit or not? Employment law

attorney Alyssa Graf of the firm Fisher Phillips and employer brand company RiseSmart break down all the pros and cons of implementing unlimited PTO.

**Great for employees**

There's no denying that a benefit like this is simply great for employees. They'd no longer have to choose between taking time off during the holidays versus the summer. Sick employees wouldn't feel the need to work from home to save up days, either, Graf says.

Unlimited PTO gives employees

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

# SCOTUS weighs in on Title VII suit procedures

■ *Workers must file with EEOC, employers must point out when they don't*

In a recent decision, the Supreme Court made it clear that if employees make a procedural mistake in filing a Title VII lawsuit, it's the employer's responsibility to point that out.

Here's a breakdown of the case SCOTUS reviewed and what it means.

**Missed crucial step**

In *Fort Bend City v. Davis*, an employee sued her company for religious discrimination.

However, Davis failed to file her

claim with the EEOC – a crucial step required in Title VII cases – before pursuing her lawsuit.

Over several years, Davis's lawsuit was dismissed, then revived on appeal. Her employer finally argued it should be dismissed since Davis didn't file with the EEOC as Title VII required.

But SCOTUS said if Ford Bend City wanted to use that defense, it needed to have raised that point early on in the process. Now, it was too late to dismiss Davis's case on that technicality.

*Click: [bit.ly/SCOTUS536](http://bit.ly/SCOTUS536)*

# PTO ...

(continued from Page 1)

the freedom to rest and recharge whenever they need to, which makes stress and burnout a whole lot less likely. With happy, rested employees comes an increase in productivity when they're in the office.

Of course, there's a flip side to all this freedom, RiseSmart warns. Employees could get too comfortable taking days off and start to abuse it. And if your policy is truly unlimited, companies can get stuck in a tough spot.

It'd be a good idea to do a trial run of unlimited PTO before officially implementing it. And, if you notice certain people taking too many days, you could tweak your policy.

Another unintended consequence of this perk is vacation overlap. With more opportunities to take time off, coinciding vacations are bound to happen. Employers need to have a plan to cope with multiple absences.

This means a lot of tracking and schedule coordinating for managers, RiseSmart says.

### The cost of unlimited

Graf and RiseSmart both point out the big savings for employers. Normal PTO policies often result in employees receiving a payout for their unused time. Unlimited PTO would mean no payout when an employee leaves the company, since there is no number of days accrued.

Not to mention, having this benefit will surely help attract and retain talent. The potential savings when it comes to recruitment and retention efforts could be huge.

However, Graf cautions employers that the legality of unlimited PTO is still very uncertain, with courts providing little to no insight on compensation for unused unlimited vacation days.

### Potential to backfire

With a perk this enticing, it could seem crazy that employees wouldn't use it, but that's actually a common phenomenon when unlimited PTO is implemented, RiseSmart says.

That can be for a few reasons. Maybe employees are so used to structured PTO policies, they don't know what to do with themselves.

More often, though, it's because of management's attitude and company perception of the policy. For example, if leaders only take a few days off, employees could get the message that this perk isn't actually supposed to be used, RiseSmart says.

The best thing management can do is lead by example. Show your staff their unlimited PTO is meant to be used by being clear when *you're* taking time off.

Graf reminds employers that this policy doesn't work for everyone, but definitely could be a positive thing if implemented correctly.

**Info:** [bit.ly/Graf536](http://bit.ly/Graf536),  
[bit.ly/RiseSmart536](http://bit.ly/RiseSmart536)

## 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.*

### ■ Was employee fired for FMLA leave or performance issues?

HR manager Lynn Rondo was sorting through all the RSVPs for her Fourth of July cookout when company attorney Eric Bressler walked into her office.

"Bad news," Eric said as he sat down.

"Don't tell me you can't make it to the party anymore," Lynn said. "I already have you down as a yes."

"I'll be there, don't worry," he said. "I'm here because Denise Nash is suing us. She's saying we fired her for taking FMLA leave."

### Minor offenses?

Lynn let out a frustrated sigh. "Denise was fired because she violated policies and made some pretty big errors on the job," she pointed out.

"Apparently someone made a negative comment about her FMLA use," Eric said. "A co-worker told Denise she 'needed to watch herself' when it came to taking that time off."

"I didn't hear anything about that," Lynn said. "But we finally had to fire Denise when she just walked out of an important meeting."

"Denise is saying all of these were minor offenses she shouldn't have been fired for," Eric replied. "And that the real reason we let her go was for taking FMLA leave."

When Denise sued for FMLA retaliation, 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

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EDITOR: RACHEL MUCHA

ASSOCIATE EDITOR: TIM MCELGUNN

MANAGING EDITOR: RICH HENSON

EDITORIAL DIRECTOR: CURT BROWN

PRODUCTION EDITOR: JEN ERB

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# Only women were fired for policy violation: Why it wasn't sex bias

### ■ Court says employer's investigation justified the decision

**G**ood news for employers: A thorough workplace investigation can help companies fend off sex discrimination lawsuits.

Here's what one employer recently did right.

### Documented differences

Fifth Third Bank, located in Cincinnati, had specific policies in place when it came to employees opening the vault.

So when two employees violated that policy, they were fired.

Security footage showed the two women disregarding the policy, and they admitted to the violation as well.

However, the two employees sued the bank for sex discrimination. They claimed three male employees had violated the vault-opening

policy as well, yet they hadn't been terminated. Instead, they'd been given performance counseling.

In court, Fifth Third Bank pointed out some key differences between the incidents. Two of the men weren't caught on video and also denied violating the policy.

The third male employee was allegedly coerced into violating the policy, and the company had documentation to back that up.

The 6th Circuit sided with the company. Because the bank had security footage of the women violating the policy and had thoroughly documented the nuances in the men's cases, the court said the disciplinary differences were justified.

*Cite: McLaughlin v. Fifth Third Bank Inc., 5/24/19.*

# 7th Circuit: Employee on FMLA shouldn't have been fired for not knowing return date

### ■ Court said situation constituted 'unforeseeable leave'

**H**eads up: An employee needing indefinite FMLA leave isn't always grounds for termination.

A recent court case led the 7th Circuit to differentiate between foreseeable and unforeseeable leave.

### Uncertain recovery

Suzan Gienapp worked for Harbor Crest Nursing Home when her daughter was diagnosed with cancer.

When Gienapp requested FMLA leave, she didn't give her employer the date she expected to return.

According to a doctor, Gienapp's daughter's recovery was uncertain; if she did recover, she'd need more care. If she passed away, Gienapp would be

able to return to work sooner.

This uncertainty caused the employer to believe Gienapp would definitely exceed her 12 weeks of FMLA leave. Because of that belief, she was replaced at work.

A district court originally ruled in favor of Harbor Crest, saying Gienapp forfeited her FMLA rights by not knowing a return date, but the 7th Circuit reversed.

The court said the amount of FMLA leave Gienapp needed was truly unforeseeable. "Unforeseeable leave doesn't require employees to tell employers how much leave they need, if they don't know yet themselves."

*Cite: Gienapp v. Harbor Crest, 6/24/14.*

### ■ Business sued by EEOC after firing 8 workers over 40

One employer blatantly tried to get rid of its older employees, and now has to answer to the EEOC.

Capital City Dental Care in Harrisburg, PA, violated the Age Discrimination in Employment Act (ADEA), the EEOC found in an investigation.

According to the lawsuit, the dental practice fired eight of its nine dental hygienists over the age of 40 with no notice or reason. Those positions were then filled by 13 new employees, all under the age of 40.

Debra Lawrence, EEOC regional attorney, said, "It's not only unfair to fire qualified employees based on their age, it's against the law."

The lawsuit against Capital City Dental Care is currently pending.

*Info: bit.ly/agebias536*

### ■ Company owes \$100K after firing worker on medical leave

When an employee requests time off for a medical procedure, firing them instead is a surefire way to attract the EEOC's attention.

Time Warner Cable in Los Angeles violated the ADA when it refused to accommodate an employee undergoing surgery, the EEOC claims in a lawsuit.

The employee needed to have a cancerous nodule on her thyroid removed, and she requested a few weeks off to have to surgery and recover from it.

But Time Warner denied the request and fired her instead. This is a clear violation of the Americans with Disabilities Act (ADA), the EEOC said.

Time Warner agreed to pay the employee \$99,500 in monetary relief. The company must also revise its policies to become ADA-compliant and conduct regular training and audits.

*Info: bit.ly/ADA536*

# 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.

### What are the warning signs of workplace violence?

**Q:** We're more concerned than ever about our employees' safety. Are there warning signs of potential violence we should look out for?

**A:** While you can't always predict workplace violence, there can be warning signs to be aware of, says employment law partner Amy Epstein Gluck of the firm FisherBroyles LLP.

Keep an eye out for anyone acting belligerently or aggressively. If someone seems to hold grudges or is hypersensitive to criticism, that can be a sign of impending violence, too.

Also, be aware of four general types of employees who may cause trouble if fired:

- The bully: This person is used to intimidating people to get their way
- The disgruntled employee: This person believes they've been treated unfairly and blames the company for their problems
- The one who won't go away: This person's identity is their job, and without it, they don't know who they are, and
- The one with nothing to lose: This person could have experienced a recent personal loss as well, and is in distress.

### Could a cold or the flu ever warrant FMLA leave?

**Q:** We have a worker with a cold or flu they just can't shake. Would FMLA ever come into play?

**A:** While minor sicknesses like a cold or the flu aren't typically covered by the FMLA, there are some exceptions, says employment law attorney Darrell VanDeusen of the firm Kollman & Saucier.

If an employee's cold or flu incapacitates them for more than three days, and they're receiving treatment for it, it could qualify as a serious health condition under the FMLA.

The safest course of action would be to give the employee FMLA paperwork, just in case.

### How can managers deal with bias against them?

**Q:** As a female leader, I've experienced some disrespect from my male subordinates. What can I do to combat this?

**A:** Unfortunately, gender bias is an issue even for higher ups, says employment law attorney Bailey Bifoss of the firm Fisher Phillips.

To address bias proactively, watch for potentially problematic traits in interviews. For example, pay attention to whom the job candidate directs their responses to. Are they only addressing the male interviewer?

As for existing employees, you could have an honest talk with the problematic worker about their behavior, or conduct unconscious bias training for all your employees.

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

## EFFECTIVE COMMUNICATION

### ■ 3 ways to encourage your team to share their ideas

The ideal manager-employee relationship is one of trust and idea-sharing. Great leaders welcome their team to speak up when they've got something to say.

But even if you invite employee feedback, *getting* them to speak up can be a challenge itself.

#### Creating a safe space

Experts say it's all about establishing psychological safety – the belief that no one will be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.

And performance management specialist Stuart Hern has three things you can try to make your employees feel safe to speak out.

1. **Follow through on your promises.** It's important to establish trust, and an easy way to do that is to do what you say you're going to do. If employees think you aren't going to take action on something, they'll stay quiet. Your staff will have more faith in you – and be more willing to speak up – if you have a track record of following through on promises.

2. **Let your team know it's OK to fail.** Nobody is perfect, but the fear of failure can prevent a lot of people from offering up their ideas. When your employees do make mistakes, let them know it's OK, and encourage them to try and get to the bottom of what went wrong.

3. **Regularly check in.** No one is going to speak to a manager they barely ever see. If employees only see you during performance reviews, there isn't enough interaction to build a meaningful relationship. Try setting up a regular time to check in with everyone where feedback can be given and goals can be clarified. This will build trust and get everyone comfortable with voicing opinions and asking questions around you.

**Info:** [bit.ly/speakup536](http://bit.ly/speakup536)

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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 We took control of remote work overuse

At our company, we're lucky to have a fairly flexible remote work policy.

And for the most part, we didn't have too many issues with people working from home.

A lot of our employees charge billable hours each day, so it was easy to see what they were working on at home and for how long.

But with our managers, it was tougher to track their work. They

could give vague explanations like "working on a project at home," and we'd have no way to know if they are.

Once more and more employees were opting to work from home, we knew we had to get a handle on this.

### Summer Fridays

Instead of forcing people to come into the office more, we decided to try a new tactic.

Now, on Fridays during the summer, we close at noon. Anyone who isn't able to work from home gets to

leave after putting in a half day.

Those who already have their 40 hours in for the week can simply take the day off.

Employees wanting a day at home are now less likely to work remotely – they just wait for Friday. This makes it easier to keep track of what work is being done.

Also, this seems to be a good compromise for those who can't do their jobs from home.

*(Linda Pappajohn, HR director, Santora CPA Group, Newark, DE)*

**REAL PROBLEMS, REAL SOLUTIONS**

## 2 Improving skills with the help of YouTube

As a small department serving a lot of needs, we were always looking for ways to streamline our processes.

There wasn't time to attend offsite trainings, and our staff wasn't big enough to allow each employee to specialize in an HR function.

It's one thing to know the basics of spreadsheets like Excel, but it's another to maximize all the advantages of the software.

Not knowing a lot about the

program, employees wasted time making changes to several different spreadsheets by re-entering the same data.

We wanted to find a quick, convenient way to make sure everyone could do their jobs efficiently.

### Took skills to the next level

Turning to YouTube allowed us to get as specific as we wanted in what needed to be learned to maximize the software.

Several videos took our staff's

Excel skills to the next level.

For example, we learned changes could be entered one time and carried over to as many spreadsheets as necessary.

Having these skills helps with efficiency and accuracy.

To a large department, it may seem strange to handle training this way. But when one person wears a lot of hats, learning through videos online can be very effective!

*(Anita Strong, business manager, Leslie Public Schools, Leslie, MI)*

## 3 Staying connected with past candidates pays off

Once you make that perfect hire, it can be tempting to forget about all the people you interviewed who didn't quite make the cut.

But we realized that so many of these candidates were great, talented people – just not the right fit for us currently.

Who's to say they wouldn't be perfect for a role six months or a year from now?

This thinking is what compelled us

to create a program called Nurture, designed to keep past applicants connected to the company.

### Future opportunities

Here's how it works: Software sifts through all our past candidates and matches them to current open positions at the company.

In the meantime, these people get monthly email blasts from us, containing company info and any new job postings we think they'd be a great match for.

This method has resulted in

4,000 past applicants applying for new jobs with us!

We've made some great new hires thanks to Nurture. We had a past candidate build up her experience, then reapply with us a few years later.

Now, she's one of our best managers in a position that didn't exist back when she originally applied – the exact result we wanted when we developed Nurture!

*(Olivia Melman, manager of recruiting operations, Digital Ocean, as presented at the ERE Recruiting Conference in San Diego)*

### Friendly co-workers are the key to employee happiness

If you notice friendships forming between your employees, here's a good reason to encourage that.

A recent study at The Myer-Briggs Company found that relationships with co-workers are what affect employee happiness the most.

The research was conducted over the course of three years and contains data from 131 different countries.

Positive relationships with co-workers can result in higher job satisfaction and a greater commitment to the company.

*Info: [bit.ly/friends536](http://bit.ly/friends536)*

### CT is the latest state to raise the min. wage to \$15

By 2023, Connecticut plans to have raised its minimum wage from \$10.10 to \$15 an hour – more than double the federal minimum wage of \$7.25.

Last month, Gov. Ned Lamont signed An Act Increasing the Minimum Fair Wage into effect.

By October 2019, the state's minimum wage will be \$11 an hour. Every year, it'll increase by \$1 until it eventually reaches \$15 in 2023.

Connecticut has joined six other states in raising the minimum wage to

\$15 an hour: CA, IL, MA, MD, NJ and NY.

*Info: [bit.ly/CTminwage536](http://bit.ly/CTminwage536)*

### Study: Here's why millennials job hop

There's a perception that millennials are frequent job-hoppers, and a recent study backs that up.

Akumina surveyed 1,000 millennials and found 40% have had four or more jobs since graduating.

Not only that, this group of employees views job hopping as a good thing: 75% reported they believed it's helped their careers.

So how long can employers expect millennials to stick around? Sixty-four percent think one to two years is a reasonable stint.

The survey found the top reasons millennials end up moving on are:

- stress or boredom
- feeling underutilized, and
- career stagnation.

*Info: [bit.ly/millennials536](http://bit.ly/millennials536)*

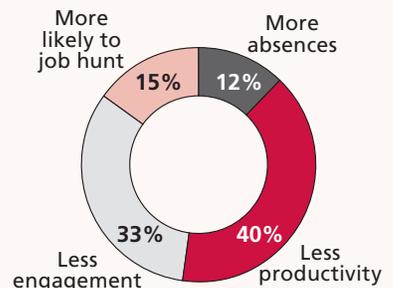
### Lighter side: The 3 worst internships ever

While summer internships can be a great learning experience for college students, sometimes they're assigned some pretty terrible tasks.

## WHAT COMPANIES TOLD US

### Employee burnout

What kind of impact does employee stress have on companies?



*Source: Colonial Life*

Workplace cultures that encourage employees to always be "on" can do a lot of damage. With the availability of remote work, it's crucial for employers to encourage their people to unplug after hours.

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

Here are the most ridiculous things companies have asked interns to do:

- Go to a shoe store down the block because the boss's sandals were hurting her feet.
- Use a ruler to draw perfectly spaced lines in a blank notebook.
- Pick up a birthday cake for someone's ... dog!

*Info: [bit.ly/interns536](http://bit.ly/interns536)*

## Sharpen your judgment...

### THE DECISION

*(See case on Page 2)*

Yes, the company won when a court dismissed Denise's case.

Denise's attorney argued her minor offenses weren't enough to justify her termination. That, combined with Denise's co-worker's comment about her needing to "watch herself" in regards to her FMLA use, proved the company fired Denise for taking leave.

But the court wasn't convinced. It thought Denise's offenses – policy violations, job errors and walking out of a meeting – were more than "minor."

The court went on to say that the co-worker's comment

didn't prove FMLA retaliation because the person wasn't Denise's supervisor and had no authority over her.

One could reasonably conclude Denise was fired for her poor performance and not her FMLA use, the court said.

### ■ Analysis: FMLA leave doesn't excuse misconduct

It's always risky to let someone go right after they return from protected leave, but this case shows that with the right documentation, it's not impossible.

Denise's company had several legitimate reasons for firing her, which is why it won this case. Courts have consistently ruled that FMLA leave doesn't excuse misconduct or give employees any type of immunity.

**Cite:** Beckley v. St. Luke's Episcopal-Presbyterian Hospitals, U.S. Ct. of App. 8th Circ., No. 18-2643, 5/16/19. Fictionalized for dramatic effect.

# We created an effective leadership program to achieve diversity goals

### ■ Management identifies and seeks out high-performing individuals

A lot of companies are recognizing the importance of diversity, which is great. But most still aren't making it a top priority.

We realized we wanted to really focus on increasing our diversity after researching all the benefits.

Companies with diverse workforces are 35% more likely to have higher returns and make 15 times more sales. Not only that, but staff are more engaged in their work.

These statistics alone were enough to convince us to sit down and discuss setting up a solid diversity strategy.

### Realigned values

When we sat down with corporate, we presented these metrics and made our case for tackling this diversity challenge. We were thrilled that everyone was on board.

Our first step was assembling a task force to take on this project. We started by creating a diversity philosophy, and we realigned our core company values with that in mind.

We then took a look at what the best companies were doing diversity-wise to see what our framework should be.

### High potential individuals

That's when we settled on our plan. Managers in each department would work to identify diverse employees who had high potential. Every quarter, they'd meet with the CEO to discuss these individuals and what's being done to prepare them for leadership positions.

To get a better look at how everyone was doing, each quarter we'd look at department diversity metrics. We'd discuss what was going

well and how those who were lagging behind could improve.

This was essential, as it helped hold everyone accountable for meeting their goals and kept diversity top of mind. It also got every manager involved and immersed in our initiative, and gave them all a chance to set unique diversity goals.

### Diverse slate

Once we select our high potential employees each quarter – our “ones to watch” – we put them in an accelerated development program, giving them practical training and skills they'd need to advance at the company.

When leadership positions open up, we ensure these candidates are considered. We're 100% committed to having a diverse slate of candidates

for all senior-level roles.

Each year, we also get the task force together to evaluate how effective the program is and if any improvements can be made.

### A constant journey

This isn't our only diversity strategy; we also conduct unconscious bias training and survey our employees to see how well they think we're doing.

We realize diversity is a constant journey, and we'll always have to be mindful and strive to meet our goals.

But by watching our numbers closely and continually having these discussions with leadership, we know we can keep hitting these targets.

*(Julie Fletcher, chief talent officer, AMN Healthcare, as presented at the ERE Recruiting Conference in San Diego)*

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

### ■ Hiring Gen Z? Here's what they want on their first day

The current labor pool is teeming with millennials, and right behind them, Generation Z is poised to enter the workforce.

Each generation has their unique work preferences, and Gen Z is no exception. While many employers are mostly unfamiliar with dealing with this young, eager group, there are easy ways to make them want to stick around for the long haul.

### A solid start

Here's what millennial and Generation Z expert Ryan Jenkins recommends employers do on Gen Zers' first day:

1. **Give out swag.** Nothing would make this group feel more welcome or part of the team than a company T-shirt or mug. It's also a great idea to have business cards already printed up for them.

2. **Connect with leaders.** Have the new hire sit down with at least one company leader on their first day. The personalized meeting will leave a great impression.

3. **Assign an ambassador.** It's important the new hire has a designated person to show them around on their first day. Be thoughtful with this choice – who would best represent the company and connect with a young employee? The ambassador can answer questions while creating a memorable first day.

4. **Focus on company culture.** In addition to the employee handbook, give the new hire a rundown on the culture. Let them know about company values, the best lunch restaurants and insights from their co-workers.

5. **Celebrate the end of onboarding.** Nothing's worse than seemingly never-ending onboarding. Clearly mark the end of the process with a little celebration so the new hire can feel truly part of the team.

**Info:** [bit.ly/genz536](http://bit.ly/genz536)

## 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.

### Employee's personal issues are affecting her co-workers: Can anything be done?

#### The Scenario

HR manager Stu Capper closed his eyes and rubbed his temples, still jetlagged from the HR conference he attended a few days ago, when employee Janet Perry walked into his office.

"Hi, Janet. What's going on?" Stu asked.

"Sorry to bother you, Stu," Janet said as she sat down. "I just wanted to talk to you about Wendy."

"What's wrong with Wendy?" Stu asked, concerned.

"Well, I know she's going through a lot right now," Janet started, "but she keeps bringing her personal issues into work."

#### Divorce drama

"How so?" Stu asked.

"She's always on the phone with her

divorce lawyer – sometimes she takes the calls at her desk.

"And she knows I can hear her," Janet continued, "so sometimes she'll even complain about her husband to me and try and get me to take her side. It's making me uncomfortable."

"Well, that's not appropriate," Stu said with a frown. "Wendy shouldn't be dumping all that on you."

"I feel bad because she needs a friend right now," Janet said. "And I know she has to get all of this sorted out. But if I have to keep hearing about all this divorce drama I'm going to lose my mind."

"Important or not, we can't have these calls distracting everyone, though," Stu pointed out. "I'll have a talk with Wendy and see if we can work something out."

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

#### Reader Responses

##### 1 Kim Reed, HR manager, Dell's Insurance Agency, Alamosa, CO

**What Kim would do:** First, I'd bring Wendy in and express to her I understand she's going through a tough time and am here to support her however I can. But, I'd let Wendy know her calls have been disrupting the department and suggest she take them somewhere private.

**Reason:** Personal problems inevitably spill into the workplace sometimes. We need to be understanding with Wendy, but also remind her this is still a place of business. A good compromise is allowing her to take calls in a private room and requesting she doesn't involve her co-workers.

##### 2 Maggie Jacobs, office manager, Transfer Trucking, Glassboro, NJ

**What Maggie would do:** I'd talk to Wendy one on one and remind her when she's at work, her focus needs to be here. I'd let her know that we understand her

situation and want to help, but personal calls need to be handled in private. I'd ask her to avoid discussing her divorce on work time. And I'd point her to one of our EAP counselors.

**Reason:** We have a policy against non-emergency personal calls. We can be flexible but, if we make a blanket exception, we can't enforce it for others. We'd want to help where we can, so we'd find a private spot for calls and point her to available resources.

##### 3 Kelly Carnes, HR specialist, Dudnyk Healthcare Marketing, Horsham, PA

**What Kelly would do:** I'd set up a meeting to check in with Wendy. I'd remind her that personal calls shouldn't impose on co-workers and ask her to keep personal discussions with colleagues outside of work.

**Reason:** Keeping everyone on the same page with policies is important, but we do whatever we can to help employees deal with personal challenges. That helps employees find balance during tough times and give their best efforts when the problems pass.

#### QUOTES

Life is 10% what happens to you and 90% how you react to it.

Charles R. Swindoll

At the end of the day, you are solely responsible for your success and your failure. And the sooner you realize that, you accept that and integrate that into your work ethic, you will start being successful.

Erin Cummings

I believe that if life gives you lemons, you should make lemonade ... And try to find somebody whose life has given them vodka, and have a party.

Ron White

Give light and people will find the way.

Ella Baker

I have learned that friendship isn't about who you've known the longest, it's about who came and never left your side.

Yolanda Hadid

You must love yourself internally to glow externally.

Hannah Bronfman