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HRMORNING

Keep Up To Date with the Latest HR News

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

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

Experts share 7 hiring tactics for time-crunched HR pros

■ *Better branding, great referrals & more SHRM tips*

In a perfect world, HR pros like yourselves would take as much time as necessary to find that great hire.

But the reality is, you have many more tasks than just hiring to focus on, and managers are typically pestering you to find someone ASAP.

hiring experts' most effective recruiting strategies that any HR department can implement.

1. **Make it known your company is a great place to work.** These days, employer brand is so important. It isn't good enough anymore to just have a nice website.

Nearly every candidate is going to look you up on Glassdoor and read your reviews, Lee says. The first step is for *you* to read those reviews so you know what you're working with.

If you see negative posts on Glassdoor, don't just ignore them –

(Please see Hiring tactics ... on Page 2)

What the pros are doing

The good news? No matter the size of your company or the time frame you have to make a hire, you still can find the best talent out there.

Tony Lee, VP of editorial for SHRM, spoke at the 2019 SHRM Conference and Exposition to share

20% of employees harassed, half don't report

■ *Study finds many employees still not reporting sexual harassment*

It's been nearly two years since the #MeToo movement began, and sexual harassment continues to be a problem: one in five employees are harassed, yet 50% don't speak up about it.

A new study by the National Institutes of Health (NIH) takes a closer look at why that is.

harassment claims reported were investigated, according to the NIH. Sixteen percent of employees who reported harassment didn't even know if their claim was investigated at all.

But the study found the No. 1 reason employees kept quiet was that they didn't think the incident was serious enough (77.4%).

Others feared their career would suffer (23.5%) or they felt uncomfortable reporting the harassment (21.2%).

Click: bit.ly/harass537

Ineffective investigations

Why aren't employees reporting? It appears most don't expect anything to come of it. Only about 7% of sexual

Hiring tactics ...

(continued from Page 1)

they're not going away. Lee suggests responding to those reviews in a delicate, professional manner. This way, any potential candidates can see both sides of the story.

2. Make your employees your best recruiters. Over 80% of companies say employee referrals are their No. 1 source of new hires, Lee says. Employers should absolutely capitalize on this.

Many will reward employees for successful referrals with a small cash bonus. Lee wants to know why the incentive payment is so low, when professional recruiters would receive roughly \$20,000 for doing the same thing your employee just did.

Upping the ante will really encourage your people to actively recruit solid candidates, Lee says.

3. Be honest about compensation. Of course, you should offer candidates as much as your

competitors, Lee says. But that isn't always an option.

If you can't match the competition, be transparent about why you can't. Be sure to play up any unique benefits you *can* offer as well.

4. Consider hiring part-time or gig workers. Using gig workers or freelancers is something a lot of companies are starting to embrace, Lee says. And if it's right for you, it could be the perfect solution to any urgent staffing problems.

This is an especially effective solution for companies with turnover issues, he says. If everyone is on the same page that the worker won't be around for long, it'll be much easier to prepare for their departure.

5. Simplify job applications. These days, candidates don't have the patience to fill out a lengthy application, Lee says. The ideal amount of time is five minutes or less.

He suggests you go online and apply for a job at your own company to see what you're dealing with.

Try the Red Light Test: Could your application be completed on a mobile device while sitting at a red light? If not, Lee suggests eliminating all the "nice to have" questions and simply asking the essential ones.

6. Embrace remote employees. Much like gig workers, more and more companies are taking advantage of fully remote employees. Not only does this expand your application pool considerably, but a lot of top talent are looking for the remote perk and flexibility, Lee says.

7. Build relationships with colleges. Another great way to start expanding your talent pool is to turn to universities. College students are especially eager and anxious to find post-grad employment quickly, Lee says. Focusing your recruiting efforts on them can be mutually beneficial.

If you take the time now to start building relationships with schools, you can get the first shot at new grads.

Info: bit.ly/strategies537

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.

■ Obese worker was harassed: Disability discrimination?

HR manager Lynn Rondo turned her desk fan on high and pushed up her sleeves. This midsummer heat was relentless.

"Hey, Lynn. Got a minute?" Company attorney Eric Bressler was at her door.

"Come in, Eric," Lynn replied. "Sorry about the temperature."

"Well, here's something to take your mind off it," Eric said as he sat down. "Joe Morelli is suing us for disability discrimination."

Pervasive bullying

"Disability discrimination?" Lynn asked. "Joe isn't disabled."

"Joe's saying he was constantly bullied and harassed for his weight," Eric explained. "His co-workers made jokes all the time, saying things like he was as big as a bus or he'd eat all the snacks out of the vending machine."

"Well, that's awful," Lynn said. "But this just sounds like a bullying problem, not discrimination."

"This bullying was pretty pervasive, though," Eric said. "This could look like a hostile work environment based on a disability."

"Possibly," Lynn said, "But even so – I wouldn't call Joe's weight a disability. It never prevented him from doing his job. In fact, he received a lot of praise for his performance during his time here."

When Joe sued for disability discrimination, the company fought to get the case dismissed. Did it win?

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

HR MORNING'S

What's Working in
HUMAN RESOURCES

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Employer unaware of disability couldn't have fired employee for it

■ Worker's vague description of pain wasn't enough to trigger ADA

It's an employer's responsibility to begin the ADA process if a worker complains of a chronic condition.

But a recent ruling shows employees need to give specifics about their ailment to properly put employers on ADA notice.

No diagnosis

Matthew Sammartine was a telemarketer for NCWC Dealer Services. His job required constant use of a computer and phone.

A few years later, Sammartine began experiencing pain in his arm, hand and wrist.

Eventually, Sammartine made an appointment, telling his manager he was going to the doctor because of his "pain and discomfort."

Sammartine returned from his

appointment with a doctor's note, though it indicated no official diagnosis. All it said was Sammartine needed an ergonomic keyboard.

Not too long after that, Sammartine was fired for performance issues and unexcused absences. He sued, citing disability discrimination.

The company's argument was simple: It didn't fire Sammartine due to his disability because it wasn't aware he had one. The court agreed.

It said Sammartine was required to alert his employer of his disability, but all he did was mention a doctor's appointment for "pain and discomfort." This wasn't enough to trigger the company's ADA responsibilities, the court said.

Cite: Sammartine v. NCWC Dealer Services, 5/20/19.

1st Circuit: Hiring younger worker doesn't automatically mean age discrimination

■ 62-year-old employee was laid off, later replaced with 36-year-old

Replacing an older worker with a younger one can look suspicious, but the 1st Circuit made it clear this fact alone isn't enough to establish age discrimination.

Wilbur Hoffman-Garcia worked as a plant director for Metrohealth Inc. When the company needed to cut costs, Hoffman-Garcia and several employees he supervised were laid off.

Months later, Metrohealth created a new position that encompassed some duties of those who were laid off. The company rehired the deputy plant director for this position, who happened to be 26 years younger than Hoffman-Garcia.

He sued for age discrimination, claiming he should've been the one

rehired since he had more experience than his subordinate. Hoffman-Garcia said he was passed over because he was 62 years old.

Key differences

A district court sided with Metrohealth, and on appeal, so did the 1st Circuit.

It said there were key differences between Hoffman-Garcia's old position and this new one, meaning he wasn't discriminated against and replaced by a younger worker. The new job wasn't a management position either, making the less experienced candidate qualified.

Cite: Hoffman-Garcia v. Metrohealth, 3/19/19.

■ Company owes \$425K for racial discrimination

The cost of treating one group of employees worse than another? Close to half a million dollars.

Aaron's Inc., a furniture rental store in New York City, was sued by the EEOC for a race-based hostile work environment.

According to the EEOC, managers often mistreated and used racial slurs toward African-American employees. These workers were also assigned more difficult tasks and longer delivery routes than other employees at the company.

Aaron's signed a consent decree and agreed to pay the harassment victims \$425,000. The company will also have to maintain an anti-discrimination policy and provide training to all its employees.

Info: bit.ly/racialbias537

■ Failure to accommodate religious belief gets biz sued

When a company promised to accommodate an employee's religious beliefs, then tried to go back on that promise, the EEOC got involved.

Greyhound Lines, a bus company based out of Dallas, is facing a religious discrimination charge at its Baltimore facility.

According to the EEOC, Greyhound hired a Muslim bus driver who requested she be able to wear a headscarf and an abaya – a loose-fitting, long garment meant to conceal her body shape. Greyhound initially agreed.

Upon beginning her job, Greyhound informed the employee her abaya was a safety hazard, and she'd have to wear a shorter skirt over her pants. The worker refused, since this violated her beliefs.

The driver had previously worn her abaya at another job and was able to perform all her duties in it. The EEOC is suing Greyhound on her behalf.

Info: bit.ly/religious537

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.

How should we hire people with criminal records?

Q: If we're considering hiring a candidate with a criminal record, what additional precautions should we take?

A: There's always some risk involved in hiring people with past convictions, but risk exists with any candidate, says Elizabeth Speck, principal at MindOpen Learning Strategies.

The most important thing to consider is whether the past conviction has any bearing on the job the candidate would be doing. Think about the job duties and responsibilities, and come up with an objective list of charges that would take someone out of the running.

Since it's a delicate subject, it's important to have honest discussions with your employees and managers about your intentions to hire someone with a criminal record. If anyone is upset with your decision, explain a lot of thought went into it, and the conviction should have no effect on their work.

Can we make our FMLA policy more employee-friendly?

Q: Are we allowed to adjust our FMLA policy and make it more generous toward employees, or must we follow FMLA regulations to the letter?

A: If you'd like to make your FMLA policy more generous, go for it, says employment law attorney Eric B. Meyer of the firm FisherBroyles. However,

you can't ever fall below the FMLA's basic standards.

For example: The FMLA grants 12 weeks of unpaid leave a year to employees who've been with the company for 12 months or more. The employer must have more than 50 employees.

If you want to give 12 weeks of FMLA to employees who've only been with you for six months, that's fine.

But, it'd be illegal to raise the bar and only give FMLA leave to workers if your size was 100 employees or more.

What's the best defense against retaliation claims?

Q: Is there anything we can do to protect the company against retaliation lawsuits?

A: There are several ways to safeguard against retaliation claims, says employment law attorney Christine Howard of the firm Fisher Phillips.

The most important thing is timely and consistent discipline with strong documentation.

Another must is anti-retaliation language in your policies, or a separate policy on retaliation.

The policy should be well publicized, have multiple reporting options for employees and make it clear all complaints will be investigated and taken seriously.

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

EFFECTIVE COMMUNICATION

■ 5 things every successful manager should practice

HR pros know better than anyone that things don't always turn out as expected.

For example: You set up a very uncomplicated change in the work flow that everyone can easily adjust to, yet people still get upset.

If that situation sounds familiar, here are some key communication steps to remember.

Make it personal

When you're busy, it can be easy to send out generic emails, but that's a good way to get them ignored. Instead, try asking employees about their unique work situations and likes and dislikes to better connect in a personal way.

Stay jargon-free

Nothing sends the mind racing for cover faster than workplace jargon. Give "bang for the buck," "due diligence" and "sweat equity" a break. Take the time to explain to people what you really need from them – and more importantly, why you need it.

Your style matters

It pays to remember that how you say something is often more important than what you say. Body language is a big part of the equation, too – and so is the look and feel of the message.

It's all in the timing

Deliver messages when they matter and while the topic is top of mind for employees. For example, a debt-assistance program is best received as tax time approaches.

Talk to everyone

Don't let your most difficult people eat up your time. Find a way to communicate equally among your employees, and be generous with compliments.

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 Added benefits to justify long commute

When we struggled to recruit top talent at one of our remote locations, we knew we had to offer something to our employees that was worth driving to work for.

Having a good benefits package always helps sell the job when interviewing.

We didn't want to lose out on good talent for our main location, which is really remote. We knew whoever we hired would have a long commute to work every day.

We needed something that would make job candidates OK with adding that kind of time to their day, instead of taking a job closer to home.

Aiming for 100% coverage

A few years ago, our company started taking over more of the costs of our major medical plan.

The more we put in, the less employees would have taken from their pay.

At that time, our company covered 50% of the costs. In 2018, we

covered 75% of the costs.

And as of this year, we started covering 90% of the cost of employees' medical benefit.

Our plan is to be covering 100% of healthcare costs by 2021.

Not only does it help create a good offer for new hires, it reduces the financial burden on our current employees, so they can stick with us and continue to do great work.

(Lisa Billingsly, HR director, Jennings Builders Supply, Cashiers, NC)

**REAL
PROBLEMS,
REAL
SOLUTIONS**

2 Why I value good attitudes over skillsets

Over the years, I've seen my share of both successful and unsuccessful new hires. And nothing is more frustrating than when you bring someone on board and have them not work out.

The one common trait I typically notice in the hires who eventually fail? A bad attitude.

When you interview a candidate with an impressive skillset, it can be easy to focus on that and ignore personality traits.

But, you can always teach an employee new skills. What you can't do is change their attitude if they don't want it to change.

Motivation-based interviews

That's when I switched tactics to motivation-based interviewing. This method is designed to hire high performers.

Not only does this method assess skill, it assesses attitude and passion – two traits that are essential in great, hardworking employees.

The idea is to give candidates situations and see how they'd respond to reaching goals while dealing with obstacles. Listening to how the candidate would overcome a roadblock will tell you everything you need to know.

We also use specific questions to evaluate passion, since it's the most powerful motivator an employee can have.

(Carol Quinn, CEO, Hire Authority Inc., as presented at the 2019 SHRM Conference and Exposition in Las Vegas)

3 Employee development helps us hold on to staff

Like any company, we do our best to retain our great employees.

But a surprising statistic got us to rethink our tactics: 70% of employees are at least somewhat likely to leave their jobs and go to a company known for investing in learning and development.

If we wanted to hang on to our people, we knew we needed to do better at giving employees the opportunity to grow and learn here.

And after exploring all our options, we found the perfect solution for us.

Tracking career goals

We learned about Bridge Employee Development Platform and knew this would help us reach our employee growth goals.

The software puts development at the heart of our employee experience, focusing on career pathing and tracking performance.

Knowing what each individual employee's career goals are allows us to identify and deliver the right

learning experiences for their growth. Everyone gets a unique experience.

Using the software to map out employees' goals also has facilitated more one-on-one discussions between our workers and managers, which fosters a collaborative environment.

Now, we have a continuous dialogue going on and our employees know exactly how we plan to support their development goals.

Bridge keeps us all happy and on the same page.

(Robert Buckley, senior VP of HR, RainFocus, Lehi, UT)

Nevada bans candidate screenings for marijuana

Attention employers in The Silver State: Beginning Jan. 1, 2020, you can no longer test job candidates for marijuana before hiring them.

Gov. Steve Sisolak approved this bill last month, making Nevada the first state to ban pre-employment marijuana screenings. New York City recently enacted a similar law.

While the law states employers can't refuse to hire a candidate due to the presence of marijuana on a drug test, it does make exceptions for certain positions such as firefighters and operators of motor vehicles.

Employers are still able to screen current employees for marijuana if they choose.

Info: bit.ly/NVlaw537

Study: Hourly workers reject jobs due to location

If you have candidates for hourly positions turning down job offers, it might not be because of money.

A new study from staffing platform BlueCrew found that only 10% of hourly job offers were rejected because of pay – 38% were turned down because of the long commute.

Other reasons for turning down these jobs included schedule

inflexibility and company culture.

BlueCrew says this data represents the current trend of workers wanting their jobs to fit around their schedule, and not the other way around.

Info: bit.ly/hourly537

More companies openly offering LGBTQ protections

The number of companies declaring themselves equal opportunity employers for LGBTQ employees continues to grow.

According to new data by Burning Glass Technologies, about one-third of job postings this year had an EEO statement including protections based on "gender identity" and "sexual orientation." This has risen a whopping 766% since 2013.

The study notes this trend demonstrates many employers' commitment to more diverse and inclusive workforces, since LGBTQ EEO statements aren't legally mandated yet.

Info: bit.ly/EEO537

Lighter side: Employee on FMLA leave went fishing

It's no surprise to HR pros that sometimes employees abuse their medical leave. What is surprising is when they do it so blatantly.

WHAT COMPANIES TOLD US

Workplace culture

What aspects of company culture are most important to employees?



Source: SHRM

Getting company culture right is important, since one in five employees have left a job due to a bad culture. But, 38% of managers admit creating a positive work environment is difficult.

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

One employee was using intermittent FMLA leave, but on one of his days out, he was caught on camera fishing. Not only that – the video was posted on Facebook by one of his colleagues, whom he was with.

This worker will have plenty of time to go fishing now, though – he got fired!

Info: bit.ly/FMLAabuse537

Sharpen your judgment...

THE DECISION

(See case on Page 2)

Yes. The company won when a judge dismissed Joe's disability discrimination lawsuit.

Joe's attorney tried to argue that Joe was harassed by his co-workers constantly due to his disability. The endless bullying and jokes about Joe's weight created a hostile work environment.

But the court disagreed. It said Joe wasn't discriminated based on his weight – in fact, his managers frequently praised his performance, and Joe never had trouble doing his job because of his weight.

The court went on to say that obesity isn't considered a

disability unless it's caused by a "bodily injury, birth defect or illness."

Joe couldn't prove his weight problems fell into any of these categories. Therefore, there was no disability discrimination, the court said.

■ Analysis: Address bullying right away

While the company won this case, this lawsuit could've been avoided if it addressed the bullying when it started.

Even if the bullying doesn't seem severe enough to trigger a hostile work environment or discrimination claim, there's no reason to let it continue. Anti-bullying and harassment training is a good place to start.

Cite: Dickson v. Community Bus Lines, U.S. Ct. of App., NJ, No. A-3857-17T3, 4/4/19. Fictionalized for dramatic effect.

We improved our hiring process to emphasize the candidate experience

■ Applicants get everything they need to ace the interview

It's no secret the hiring process can be confusing and frustrating for candidates. A lot of times they never hear back after submitting an application, or they don't know what to expect from an interview.

We didn't want to miss out on good people because of a clunky process, so we decided to streamline everything in order to optimize the candidate experience.

Started small

The first thing we did was redesign the email we use to initially communicate with candidates.

Before, our email was plain-looking and a little too wordy.

We edited every single sentence to make sure it was as clear and concise as possible. Then, we hired a developer to design an email template and logo to give us a fresh look – we wanted to be eye-catching and show people our brand.

Next, we embedded useful links such as FAQs and Glassdoor reviews for the candidates' convenience.

Before, we used to manually upload these as PDFs, which created a high chance for human error. Now, everything is conveniently located in the email template.

Preparing the candidate

After perfecting our initial email, we turned our attention to preparing candidates for the actual interview.

Interviews can often be stressful and mysterious, so we wanted to ease nerves by being as transparent as possible.

We developed a candidate resource

page, which gives applicants a line of sight into the interview. It has information on how they can prepare and how we evaluate them. We want them to know we aren't trying to trip them up or make things difficult.

Candidates also can engage with the hiring team and their potential co-workers on the resource page before their interview to get any questions answered.

Not only that, candidates can see and get to know who'll be interviewing them. Our goal is for everyone to feel supported so they can be their best selves.

Case Study:
WHAT
WORKED,
WHAT
DIDN'T

Scheduling is a breeze

We know many of our candidates are traveling from out of town to come interview with us, so we book all their arrangements for them.

Another thing we wanted to work on was assembling our interview team. Everyone's schedules were hectic and we needed to be able to coordinate better.

We started using Slack to ensure everyone involved gets interview reminders. Questions to help prepare are sent out as well.

We also track how often someone cancels or reschedules an interview, so we can hold each other accountable – candidates' time is valuable!

A lot of these changes were small, but as we gradually rolled them out, it made a huge difference. Candidates are coming in more relaxed prepared, which gives us a more reliable assessment of who they really are.

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

■ Why recruiters are setting their sights on high schoolers

In the war for talent, HR pros and recruiters are pulling out all the stops to land great new hires.

This involves tweaking hiring processes and recruiting strategies, and even looking at new, untapped labor pools.

One of these untapped labor pools more companies are now focusing on? High school students.

Connect sooner

Generation Z – those born after 1997 – has just started to enter the workforce. This means the majority of them are still in high school, but soon there will be a whopping 61 million Gen Zers working.

And this reason is exactly why recruiters have started reaching out to Gen Z now, even as high school students.

Having grown up post-Great Recession, Gen Zers are looking for stable jobs that pay well. They're also more hesitant to take on student loan debt than millennials.

A lot of employers are taking this opportunity to give high schoolers career options that don't require a college degree.

Connecting with high school students is the perfect opportunity to set them on a path to gain the skills your company is looking for. Maintaining that relationship will ensure the student gives you a call when they're ready for work.

Experts suggest using technology to stay connected with Gen Zers. This generation spends several hours a day on their phones, so using texting and apps instead of traditional job sites and email will help stay in touch.

Generation Z is very different than previous generations, so taking a unique approach to attract these employees sooner rather than later will pay off.

Info: bit.ly/GenZ537

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 is bullied by co-worker, but says it doesn't bother her: Should HR step in?

The Scenario

HR manager Stu Capper was heading out to his car, ready to start his relaxing weekend, when he ran into employee Ted Jacobs in the parking lot.

"Have a good weekend, Ted," Stu said as he passed him.

"Actually, do you mind if I talk to you real quick?" Ted asked.

"Sure, what's up?" Stu asked.

"I think Kelly is bullying Phoebe," Ted said, looking down. "It's weird because sometimes they seem like friends, but other times, Kelly can get really nasty toward her."

"Nasty how?" Stu asked, the weekend forgotten for now.

"She'll just kind of steamroll over her in department meetings or make snide personal comments," Ted said. "Usually

Phoebe will laugh it off, but I can tell sometimes it really bothers her."

"Hmm," Stu said. "Thanks for telling me. I'll talk to her on Monday."

Just teasing?

On Monday morning, Stu called Phoebe into his office.

"I just wanted to ask you about Kelly," Stu started gently. "I've heard about some incidents of her bullying you."

Phoebe looked at Stu in surprise.

"She doesn't bully me," Phoebe said quickly. "Sure, she can be a little mean sometimes, but it's mostly just teasing ... " Phoebe trailed off.

"I don't want to cause any problems," she finally said. "I can deal with it. It's fine."

If you were Stu, what would you do next?

Reader Responses

1 Deanne McCarty, HR director, Norton Energy Drilling LLC, Lubbock, TX

What Deanne would do: Despite what Phoebe said, I'd talk to Kelly and let her know others have noticed her acting unprofessionally towards Phoebe. I'd let her know if this didn't stop, she'd be written up and further disciplinary action would be taken.

Reason: Phoebe may be claiming she can handle this situation, but the fact she's worried she may "cause problems" makes me think she's too afraid to speak up. If this bullying becomes a bigger problem in the future, the company could get in trouble for not investigating sooner. It's best to deal with this now, head on.

2 Joan Peterson, HR coordinator, AFGE, Washington, DC

What Joan would do: I'd meet with Ted, Kelly and Phoebe individually to get a read on what was going on. Then, I'd

get everyone together and we'd discuss the problem to get to the root of it, mediate and try and come to a solution.

Reason: When personalities clash, it can make it much harder to get work done, so it's important to address this immediately. Sitting everyone down together would allow them to air their grievances and let each other know why they're behaving this way. If mediation didn't end the issue, I'd have to move on to formal discipline.

3 Jill Rhodes, HR manager, Roads Inc. of NWF, Cantonment, FL

What Jill would do: I'd go directly to Kelly and ask if Ted's allegations are true. If Kelly denied bullying Phoebe, I'd ask their manager if they noticed anything. After talking to everyone individually, we'd get together as a group and hash out a solution.

Reason: Sometimes when a third party comes to you with a problem, they may not have all the info or understand what's going on. I'd want to hear about the bullying directly from the source before taking action.

QUOTES

I have seen many storms in my life. Most storms have caught me by surprise, so I had to learn very quickly to look further and understand that I'm not capable of controlling the weather, to exercise the art of patience and to respect the fury of nature.

Paulo Coelho

Smile in the mirror. Do that every morning and you'll start to see a big difference in your life.

Yoko Ono

The secret of getting ahead is getting started.

Mark Twain

Character cannot be developed in ease and quiet. Only through experience of trial and suffering can the soul be strengthened, ambition inspired and success achieved.

Helen Keller

A good deed is never lost; he who sows courtesy reaps friendship, and he who plants kindness gathers love.

Saint Basil