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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.

Employee burnout is costing you: 5 best ways to help

■ Why workplace stress is at an all-time high

Good HR pros are aware of how much damage burnout can cause – both to productivity and the mental health of employees.

But many may not know just how serious this issue has become. The World Health Organization (WHO) recently declared employee burnout an “occupational phenomenon” that may require medical attention.

Identifying burnout

While WHO isn't going as far as classifying burnout as a disease, it's calling it a “syndrome resulting from chronic workplace stress that hasn't been successfully managed.”

How do you know if your employees are suffering from burnout? WHO defines the top three symptoms:

- feelings of depleted energy/exhaustion
- increased negativity about one's job, and
- reduced professional efficiency.

Top causes

While employee burnout has been around forever, this is the first time WHO is recognizing it as a direct result from workplace stress only – any personal issues aren't

(Please see Burnout ... on Page 2)

Acosta out: What DOL shake-up means for HR

■ Labor secretary's resignation may mean shorter timeline for new OT rule

With Alexander Acosta's resignation as Secretary of Labor comes the promise of a faster decision on the new overtime threshold salary.

Now that Acosta's out, the new acting Labor Secretary Patrick Pizzella says he's committed to finalizing the new OT rule by the end of the year, since 2020 will have everyone's focus on the presidential election.

Decision looming

This promise has employers everywhere breathing a sigh of relief, as

they've been waiting a long time for a final decision on the new OT threshold.

The DOL's current proposed salary threshold for OT exemption is \$35,308 annually – a compromise between the current threshold of \$23,660 and the \$47,476 the Obama administration aimed for.

The DOL is currently reviewing the 115,000 public comments that were filed this past spring, with many supporting both a much higher and much lower OT threshold.

Click: bit.ly/Acosta538

Burnout ...

(continued from Page 1)

contributing to this phenomenon.

So what's causing the big burnout spike? Here are the top five reasons employees are more stressed than ever before and how you can fix it, straight from HR expert Ross Brooks:

1. **Overwhelming workloads.**

Employees will quickly burn out if they have too much on their plates, Brooks says. Workers tend to get in over their heads when they lack all the skills needed to complete their tasks.

One way to avoid this is to set clear goals for your employees at the start of the week. Instead of the never-ending to-do lists, encourage managers to give employees one to three manageable tasks at a time. Regular check-ins are a good idea, too, Brooks says, to ensure employees aren't overloaded.

2. **Lack of control.** Nothing causes more stress than rigid work schedules or being micromanaged. Brooks

suggests giving employees more autonomy over their day-to-day tasks to reduce some of the pressure.

Managers could try just telling employees the desired result and allowing them to reach that goal through whichever method works best for them – instead of spelling everything out.

3. **Lack of rewards.** If employees aren't fairly compensated or recognized for their work, they're going to quickly stop caring.

Of course, raises aren't always an option. Luckily, studies show recognition can be just as effective as a salary bump, Brooks says.

One way to effectively recognize your employees is to point out specific actions or behaviors that contributed to a job well done. Sharing employees' triumphs in the form of a story can also help to motivate the rest of your staff.

4. **No sense of community.** Employees do their best work when they're surrounded by likable co-workers who support them. When workers don't have this sense of community with their colleagues, burnout is more likely to happen.

To foster this sense of community, it's important to focus on team-building activities, Brooks says. Lunches and happy hours are great ideas. Friendly competitions like some kind of fitness challenge can also bond colleagues.

5. **Unequal treatment.** When employees see managers holding workers to different standards or carrying out policies unequally, they're quickly going to become disengaged with the company and their work.

The best way to address this is to write up clear policies and enforce them consistently, Brooks says. And when employees come to you with concerns about fairness, look into the situation and get back to them.

*Info: bit.ly/WHO538,
bit.ly/burnout538*

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.

■ **Mandatory inspections made off-the-clock: FLSA issue?**

The morning had been so hectic with paperwork that HR manager Lynn Rondo couldn't resist the urge to escape the office for lunch.

She decided to head to a bistro with her friend Carl who worked at a nearby retail company.

"It's so annoying," said Carl as he aggressively cut his steak into smaller pieces. "The big guys at the top always think they can do whatever they want."

"Whoa, what do you mean?" Lynn asked, concerned.

Held after hours

Carl dropped his silverware on the plate and sighed.

"Our managers always force us to stay after work for these silly bag inspections, and they never pay us for them!"

"Oh my ... " Lynn said, putting down her cheeseburger mid-bite. "Do these inspections take long?"

"They don't last more than a minute or two," said Carl. "But that time adds up, you know?"

"Sometimes companies don't have to pay you if it only takes a second," Lynn explained. "The FLSA can be very complicated."

"Well, I hope they do in this case – me and some others are taking the problem to court."

When Carl and his co-workers sued the company for unfair business practices, 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

What's Working in
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Court favors employer that fired disabled worker for dozing off

■ *Company provided reasonable accommodations before terminating*

Typically, firing a worker because of their disability doesn't look good for an employer.

But the outcome of a recent lawsuit shows there are some specific cases where it's permitted.

Extra breaks didn't help

Danielle Clark's primary duty at Charter Communications was to keep an eye on the network and immediately notify a technician if any problems arose.

But due to her narcolepsy, she often fell asleep during her shifts. The employer accommodated her condition by granting her extra breaks and time off.

Regardless, Clark's condition not only continued to impact her own work, but also disrupted the

work of her co-workers.

After she was terminated, Clark sued the company for disability discrimination and harassment.

The 5th Circuit ruled in favor of the employer, pointing out that it provided Clark with not one, but two accommodations for her disability.

Also, the court added, it wasn't specifically Clark's disability that got her fired. The real problem was that falling asleep prevented her from performing essential duties as a network monitor – a position that requires vigilance.

This goes to show courts will side with employers that make a good faith effort to accommodate an employee's disability.

Cite: Clark v. Charter Communications, LLC, 6/19/19.

Witch hunt: Catholic university accused of religious bias against Wiccan employee

■ *University's provost wanted worker to uphold Catholic values*

Religion in the workplace can be messy. But when the workplace itself is associated with religion, things get even messier.

An easy target?

Professor Pauline Hoffmann worked at St. Bonaventure University, a Catholic institution, with virtually no problems – that was, until she revealed she was Wiccan.

A few months later, the provost requested that she sign a document vowing to uphold Catholic values. Hoffmann asked if the provost would make a Jewish professor sign this, and he replied, "I guess not."

According to Hoffmann, the provost also warned her that she

"might not want to be so overt about being a witch" if she wanted to move up at work.

When Hoffmann was denied a promotion and pressured to resign a deanship, she filed a complaint against the university, alleging that it discriminated against her religion.

The case is currently pending, but could've been avoided if the provost didn't make these comments.

Under Title VII, religious institutions are permitted "to give employment preferences to members of their own religion," but they can't otherwise discriminate against employees for their religious beliefs.

Cite: Hoffman v. St. Bonaventure University, 5/28/19.

■ Firm pays \$50K for neglecting sexual harassment claims

Staffing company SMX, based in Chicago, will pay \$50,000 to settle a sexual harassment and retaliation lawsuit filed by the EEOC.

The lawsuit said that SMX violated a female employee's civil rights by subjecting her to repeat sexual harassment from her manager. SMX only investigated after her second complaint and then allowed the manager to return to work. At this point, the manager threatened the employee for reporting him, forcing her to quit.

In addition to monetary relief, a three-year consent decree ordered SMX to conduct anti-harassment training for its employees and investigators. SMX must also provide regular reports to the EEOC about its treatment of future sexual harassment complaints.

Info: bit.ly/harassment537

■ Store's ADA violation results in \$45K settlement

Georgia Retail Company and Georgia Thrift Stores Inc., operating as Value Village, allegedly failed to accommodate an employee's disabling medical condition.

According to the EEOC's lawsuit, the employee repeatedly made requests for the use of a portable oxygen tank and a transfer to a less strenuous position. Management knew of her medical condition, but ignored the requests.

Eventually, the employee was hospitalized, and she resigned from the position shortly after.

The EEOC said the store violated the ADA by ignoring her reasonable accommodation requests, costing it \$45,000 to settle.

Along with the money, the company must provide annual disability discrimination training to all employees and periodically report to the EEOC about any similar complaints.

Info: bit.ly/disability537

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.

We round employees' hours up or down – is that legal?

Q: Our payroll software automatically rounds employees' hours up or down to the nearest five minutes. Is this legal under the FLSA?

A: Yes, small rounding is usually permissible under the FLSA, according to the DOL in a recent opinion letter.

The FLSA says rounding is appropriate as long as doing so "will not result, over a period of time, in failure to compensate the employees for all the time they have actually worked."

For example, you can round to the nearest five minutes, as long as the employee is equally gaining and losing the extra minutes – the averages need to balance out.

But if you have an employee clocking out at 4:56 every day, and you keep rounding down to 4:55, this will eventually add up to many unpaid minutes.

Can we limit nonemployee union activity at all?

Q: Our workplace is open to the public – can we prevent nonemployee union reps from organizing on our property?

A: Yes, the NLRB recently addressed this issue and reversed its previous precedent, which stated union reps could organize in public places, such as restaurants, as long as they weren't disruptive.

Now, however, the NLRB

says employers have the right to ban nonemployee union reps from their workplace – as long as this ban applies to all nonemployees consistently.

This means employers can't allow some nonemployees to solicit or distribute literature on their property while banning union organizers – the nonsolicitation policy must be enforced consistently.

It's important to note this ruling does not apply to employee union members, who are free to organize on company property.

What's the most effective way to use an NDA?

Q: How can we be sure our nondisclosure agreement will hold up in court?

A: One way to ensure your NDA is effective is to keep it specific, says employment law attorney Meredith Campbell of the firm Shulman Rogers.

Keep the agreement focused on one interest – protect only what you need to protect. It's important to keep the agreement as simple and clear as possible, so there's no chance a new employee would misunderstand what's being asked of them.

To reduce the risk of confusion, give employees enough time to fully read the agreement before they sign.

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

EFFECTIVE COMMUNICATION

■ Engagement: How to gauge the happiness of your staff

Committed staff members not only brighten up the workplace – they're also more likely to stick around for the long haul.

But a recent Gallup study shows that 66% of people aren't engaged at work. Luckily, something as simple as asking a few questions can help turn things around.

4 crucial questions

Performance strategist and business consultant Laura Garnett offered her go-to questions for measuring employees' happiness in the workplace on *Inc.com*.

1. **Does your work challenge and fulfill you?** Sometimes, the problem comes down to job fit. Garnett said that challenge and fulfillment are the two main ingredients of great performance – a shortage of either will only lead to uninspired work.

2. **Are you able to be your full self at work?** This question tells you if there's an issue with the company culture. If employees have to put up a mask while working, they're obviously not very happy. And they might be so preoccupied with their act that it damages their work.

3. **Do you like working with your manager and colleagues?** Related to company culture is compatibility. Even if just one person is clashing with others, it can end up ruining the whole workplace. People need "psychological safety" to perform their best, said Garnett.

4. **If you tried, do you think you could find a better job?** The root of the disengagement problem isn't always on your end. Maybe employees aren't confident in themselves or their potential.

When someone believes that they're done growing professionally, they have no incentive to give 100%. Unfortunately, this is more of a personal issue, but you can still make an effort to point them to all the opportunities available at work.

Info: bit.ly/happy538

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 Policy reminders keep everyone out of trouble

Keeping everyone compliant is hard enough as it is. And if workers don't even know what your company policies are, it only gets harder.

No one likes extra work, so the idea of digging up an employee handbook and sifting through the pages just for one specific policy deters people from ever opening it.

But policy violations cost companies millions of dollars each year. Even the most minor violations still demand a great deal of time and

paperwork to straighten out.

We figured it would be a good idea to try and prevent any potential violations before they happened.

Don't let them forget

That's why we began emailing reminders to employees that briefly outlined some company policies and procedures.

But it's still not guaranteed that employees will open these emails. So we try to pick out the policies that seem the most eye-catching, like

PTO or pay increase guidelines.

If a reminder isn't relevant to an employee, they can just ignore it. But it's sure to catch at least one person's eye, or someone could flag the email for easy reference in the future.

The important thing is that we're doing the tedious part for them. All they have to do is open an email to keep themselves informed. And we haven't had any problems since.

(Elina Medina, HR coordinator, Brown and Brown Insurance, Daytona Beach, FL)

**REAL
PROBLEMS,
REAL
SOLUTIONS**

2 How I dealt with picky hiring managers

We've all been there: a crucial position at your company is open, and everyone wants it filled ASAP.

Some hiring managers are so eager to have the job filled, they don't care so much about the quality of the candidate – they're willing to accept any decent new hire.

The thing is, even if someone seems like they could get the job done, they might not be the best fit for the company – and we might not be the best fit for them. Using this method

doesn't serve the best interests of the company or the candidate.

So I decided to take a new approach in dealing with antsy hiring managers with unrealistic demands.

Taking a step back

Now, when I'm getting pressure from managers to recommend someone, I take a minute and think about why I'm picking the person.

If I truly think they're the best person for the job and they'd enjoy it,

I'll recommend them.

But, if I know they're not right despite looking good on paper, I'll have an honest discussion with my managers.

I explain to them that it won't be worth hiring someone quickly now if they'll just leave us in a few months – this alone is usually enough to get them to hang tight while I continue my search.

(Kevin Wheeler, founder, Future of Talent Institute, as presented at the ERE Recruiting Conference in San Diego)

3 Got info from other departments faster

Payroll, Benefits and A/P all had duties that impacted our lives in HR, and I wanted to make sure everyone was on the same page.

We didn't always get the info we needed from other departments in a timely manner – and we had to change that.

We also didn't want employees to be negatively impacted by other issues that could arise because of these communication problems, including missed payments, benefits issues or

mistakes with onboarding paperwork.

We made correcting this our top priority.

Clear and direct

To fix this, we sat down with each department, sharing a list of exactly what info we needed from them on a regular basis to do our jobs.

And we put each step of our process in context, letting them know what we had to do on a daily basis and how these tasks were affected by their roles.

After explaining what we needed

and why, we asked for feedback on whether the process made sense and if we needed to make any changes.

Together, we sorted out any conflicts.

Being direct worked wonders. Everyone understood what we needed and why it was necessary, and now we get info from every department much faster.

(Abbey Moran, CPP, Booz Allen, and Lori Brown, CPP, Hanger, as presented at the 2019 American Payroll Conference in Long Beach, CA)

CA officially enacts law against hair discrimination

It's now illegal for California employers to discriminate against job applicants or employees based on how they wear their hair.

Last month Gov. Gavin Newsom signed the CROWN Act (Creating a Respectful and Open Workplace for Natural Hair) into effect. The new law prevents employers from enforcing dress codes or grooming policies that prevent African Americans from wearing hairstyles such as Afros, braids or locs.

The CROWN Act also offers protections to religious dress covering the head or face.

Anti-discrimination hair laws have been proposed in New York and New Jersey, with several other states and municipalities expected to follow.

Info: bit.ly/CROWN538

EEOC releases instructions, FAQs for EEO-1 pay data

Attention employers required to report pay data to the EEOC: The commission's online portal resource has launched.

Not too long ago, the EEOC announced employers would have to report workers' pay data for 2017 and 2018 by Sept. 30, 2019. Now,

the EEOC is ensuring employers have everything they need to do that.

The online portal includes a sample reporting form, instructions, FAQs and important deadlines.

Info: bit.ly/paydata538

Study: Majority of hiring managers are indecisive

One reason your new hires may be a little lackluster? About 75% of hiring managers admit they struggle with indecisiveness.

A study by Gartner found the inability to make a decision results in lower-quality hires and lengthier interview processes.

On average, the study found a gap of 33 days between the interview and the job offer, which is causing top candidates to slip away.

In the current job market, candidates are seeking a fast, transparent and easy hiring process.

Info: bit.ly/hiring538

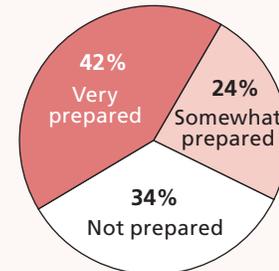
Lighter side: Worker's mom defends her spelling error

Employers typically don't have to interact with their workers' parents. But one pet store manager had to deal with an upset mother for a very strange reason.

WHAT COMPANIES TOLD US

Marijuana in the workplace

How prepared are you to handle employees' medical marijuana use?



Source: Paychex

Forty-six states and Washington DC have legalized recreational or medical weed, so it's essential for HR pros to develop a game plan, since chances are high marijuana use will come up at some point.

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

An employee spelled the word hamster "h-a-m-p-s-t-e-r." When the store manager asked her to correct the mistake, the worker refused and said that was how she always spelled it.

When the boss wouldn't budge, the employee got her mother on the phone, who yelled at the manager for disallowing creativity in her daughter's writing.

Info: bit.ly/angrymom538

Sharpen your judgment...

THE DECISION

(See case on Page 2)

No. The company lost when a judge decided that Carl's case could proceed.

The company tried to argue under the *de minimis* doctrine that the average time it took to complete the inspections – about 18.5 seconds – was too short to warrant compensation.

But the court didn't see it that way. Even if inspections were minimal, it said, those seconds would add up over the course of an employee's time at the company.

Since the company required every employee to partake in bag checks every day, the inspections counted as an

"integral and indispensable" part of their principal job duties. Because of this, the company should've paid for it.

■ Analysis: Pay employees for all work-related tasks

This lawsuit serves as a good reminder that, generally, you must pay employees for *all* time worked. That remains true even when a task seems too small to matter.

Under the Fair Labor Standards Act (FLSA), the question of whether time spent on activities before or after work should be compensated is circumstantial. If your company requires any unpaid activities outside of work hours, it's a good idea to evaluate them and determine if they could be interpreted as a primary responsibility for employees.

Cite: *Rodriguez v. Nike Retail Services, Inc., U.S. Ct. of App. 9th Circ., No. 17-16866, 6/28/19. Fictionalized for dramatic effect.*

Student loan benefit helps ease stress, boost 401(k) participation

■ *Offering debt assistance kills two birds with one stone*

We've grown pretty fast, going from three employees 10 years ago to over 300 today. And in the HR department, we've gone from just me to seven full-time staff.

The added staff allows us to focus on recruiting, and as part of our talent acquisition process, we do a lot of outreach, looking to increase diversity and skill sets.

Our industry skews pretty young, so a big part of that effort includes expanding our college recruiting to a broader set of schools.

In the early days, we hired a lot of alumni from the universities that our senior leadership attended.

We realized a few years ago that many of our new hires are coming out of college with considerable student loan debt, and we needed to figure out how to help them deal with it.

Debt impacts everyone

It was clear that the stress of those big financial obligations was hurting our productivity, and not just for the employees who were dealing with it personally – it was spilling over to the whole team.

Aside from those issues, we also recognized that many of our employees simply couldn't afford to participate in our 401(k) benefit.

We have a pretty generous match: up to 4% of salary, but participation was stuck at around 67% and we couldn't get it to budge.

When we talked with our benefits vendors, they suggested that helping with student loans would likely increase participation, so we started looking at how we might structure a program.

We decided to do a straight student

loan subsidy, rather than tying it directly to the 401(k) plan.

We ended up offering two options: a student loan payment and a college savings subsidy.

Right now, we only subsidize personal loans – we haven't added parent loan repayment help – although we may potentially do that in the future.

There are tax implications for both employees and the company, so we made sure we structured the program to deliver the full benefit we intended.

Case Study: WHAT WORKED, WHAT DIDN'T

Boost in participation

We're so thrilled that the program is working as we'd hoped.

With the loan assistance, participants are now able to direct more of their earnings to retirement.

Participation in the 401(k) jumped from 67% of our team at the beginning of the year to 82% by the end of the year.

It's continued increasing, too – we're at 87% participation today.

Always on the lookout

Even though the student loan benefit doesn't directly apply to every single employee, we think that by helping eliminate that stress for many of our people, everyone benefits from a more relaxed workplace.

And our team recognizes that we're always looking for new ways to help all of them thrive, whether its through our health-related subsidies for gym memberships and other health-related purchases, or unlimited PTO.

(Laura Rodnitzky, chief people officer, 3Q Digital, Chicago)

■ 3 ways to get employees out of the summer slump

Keeping employees motivated becomes even harder than usual during the summer months.

With sunny skies and vacations creeping around the corner, office productivity drops by an alarming 20%, says Captivate Office Pulse.

But just because the sun's out doesn't mean there's suddenly less work to do. So when staff productivity starts taking a hit, you might end up with worse problems.

Over the hump

Dr. Arthur Langer, director of technology management at Columbia University and founder of Workforce Opportunity Services, has a few tips to recharge employees through the end of the season:

- **Allow flexible scheduling.** On an Accountemps survey, employees voted this as the No. 1 summer perk. And the best part is it can be catered to fit any work situation. Some companies allow employees to leave early on Fridays, while others push back opening hours on Monday. A select few leave the choice up to the worker. Regardless of your method, employees will be happier with the extra free time.
- **Make peace with the sun.** While the nice weather is to blame for ruining productivity in the first place, don't let that trick you. Shaking up the usual routine with some fresh air can increase overall creativity and engagement. Consider having lunch outdoors, or even throwing a barbecue to recharge employees.
- **Review goals.** Remembering the end goals of a hefty project can be difficult when employees are busy planning vacations. Sometimes, they just need a gentle reminder of what they're working toward. Managers should refresh workers on these goals to regain their focus.

Info: bit.ly/summer538

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 concerned about office safety after nearby workplace shooting

The Scenario

Sudden police sirens wailing in the distance nearly made HR manager Stu Capper spill his coffee.

"Hi, Stu," said employee Chanel Parker as she entered the breakroom, mug in hand.

"Good morning," said Stu. "Lots of police cars out today."

"Ugh," Chanel groaned, looking anxious.

Tension at an all-time high

"What's wrong?" asked Stu.

"Did you hear about that office shooting last week?" Chanel asked. "It happened just two towns over, at a firm like ours! All those sirens make me nervous that something could happen here... "

"Don't worry," said Stu. "We have safety measures in place ... "

"That doesn't mean much when the office itself is unsafe!" Chanel cried, slamming down her mug.

This was clearly something that had been on her mind for some time.

Stu frowned. "What feels unsafe to you?"

"Where do I even start? Just about anybody can come into the building whenever they want, there's barely anywhere to hide in the office, our windows don't open ...

"I haven't felt safe here the past few days," continued Chanel. "I'm always looking over my shoulder."

"Those horrible incidents are rare occurrences," said Stu. "But you bring up some good points – I can see why you're concerned. Let me see what I can come up with."

If you were Stu, what would you do next?

Reader Responses

1 Rachel Shaw, HR director, Wyoming Community Development Authority, Casper, WY

What Rachel would do: Even if only one person voiced these concerns, I'd host a company-wide staff meeting on workplace safety. During the meeting, we'd go over safety policies and procedures, and outline the steps to take if a similar incident were to occur in our office.

Reason: Although Chanel's the one who brought it up, office safety concerns the entire workplace. Every employee needs to know how to handle a possible work incident so we can all be on the same page if something *does* happen.

2 Owen Kupfer, facility manager, Bragg Companies, Long Beach, CA

What Owen would do: I'd meet with Chanel to listen to her exact concerns about the office, then ask how she would personally fix them. I would also look

deeper into the nearby incident to pinpoint why exactly it happened.

Reason: Getting Chanel involved with office safety will make her feel heard and boost her own sense of security – it'll solve two problems at once. And a closer look at the details of the recent shooting could uncover any deficiencies in our own safety protocol.

3 HR administrator from a car dealership in the Midwest, name withheld upon request

What she would do: While Chanel's concerns are valid, I'm not sure HR would be the best at relieving them. Instead, I'd let her know about some resources she could turn to for counsel – maybe therapy or a support group.

Reason: Chanel's highly stressed at the moment, so saying the wrong thing would just make the situation worse. Pointing her to a professional service ensures that her fears will be handled by someone who knows exactly what to do and say.

QUOTES

It does not matter how slowly you go as long as you do not stop.

Confucius

There are two kinds of people in the world: givers and takers. The takers may eat better, but the givers sleep better.

Marlo Thomas

Our deepest fear is not that we are inadequate. Our deepest fear is we are powerful beyond measure. It is our light, not our darkness, that most frightens us.

Marianne Williamson

I've had to learn to fight all my life – got to learn to keep smiling. If you smile, things will work out.

Serena Williams

People aren't born strong. People grow stronger little by little, encountering difficult situations and learning not to run from them.

Christina Grimmie

For success, attitude is equally important as ability.

Walter Scott