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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.

A great interview doesn't make a good hire: Here's what does

■ 4 best practices for evaluating candidates

For decades now, the hiring process has been the same: Candidates apply, employers interview them and the best one gets the job.

But in recent years, it's become apparent that interviews are starting to lose their effectiveness. Someone who interviews well isn't necessarily going to be a great employee.

1 in 2 hires fail

A lot of research points to problems with the interview. According to Leadership IQ, 50% of new hires will fail within 18 months. HireVue found that some managers' hiring choices only work out 20% of the time.

Google has gone as far to suggest that interviews are often no better than a coin flip, saying there's no correlation between how well someone did on an interview and their eventual job performance.

Gaming the system

So what specifically is wrong with interviews today? According to HR expert and professor John Sullivan, it's our modernized job search process.

With all the online resources available to candidates, they can prepare for interviews in a way

(Please see Interviews ... on Page 2)

DOL: Changes coming to OT calculations

■ New rule allows firms to pay workers with fluctuating hours differently

The Department of Labor (DOL) just announced plans to adjust overtime calculations regarding the fluctuating workweek.

Considered to be more employer-friendly, this new rule is an alternative to the FLSA's method of calculating overtime pay.

DOL rule vs. FLSA rule

Here's how the proposed rule works: Employers take workers' fixed weekly salary and divide it by the number of hours actually worked to determine the

base rate. Employees then are entitled to the base rate, plus an additional 0.5 times that rate for any hours over 40 worked in a workweek.

Under the FLSA's rule, the base rate doesn't change from week to week – under this new rule, it does.

Before using the DOL's method, employers must ensure their workers actually do have fluctuating hours, and are eligible for overtime.

Employers also must be sure workers understand how they're being paid.

Click: bit.ly/OTmethod540

Interviews ...

(continued from Page 1)

applicants couldn't in the past. Websites like Glassdoor allow job seekers to see what their likely interview questions will be.

Here are the top reasons Sullivan says companies should rely less on interviews:

1. **Candidates have canned answers at the ready.** Since they're able to study up on interview questions ahead of time, it's very likely candidates are giving you rehearsed answers. It's like a student knowing the questions on an upcoming test in advance – the exam then loses its effectiveness.

2. **Lying is easier to get away with.** Many candidates have realized that little lies or exaggerations on their resumes will typically go unnoticed. Reference checks usually only involve confirming dates of employment and job title, leaving candidates some room to exaggerate what their responsibilities really were.

3. **Employers disguise realities of the job.** In a world focused on the candidate experience, many employers might try to spin what the job actually is to attract candidates. But by only highlighting the good aspects, employers practically guarantee the new hire will ultimately leave because the job isn't what they thought it would be.

4. **Too much focus on cultural fit.** Employers want a candidate who will fit in nicely with the rest of the team. But too much focus on this arbitrary factor reduces the value of the interview. Not to mention, managers could be passing over great candidates just because they do things differently.

Try these instead

The interview probably isn't going away any time soon, so here are tactics you can use in the meantime to make more successful hires.

1. **Test cognitive abilities.** Intelligence tests might seem unnecessary, but studies have shown mental ability is a great predictor of job success.

2. **Evaluate skills.** Along with an intelligence test, a skills test will help demonstrate if the candidate has the talent the job requires. This will help weed out a candidate who's a great talker, but doesn't have the job skills to back up their claims.

3. **See what your best employees are doing.** To figure out what you're looking for in a new hire, check out what your best people are currently doing. How did these employees perform on cognitive and skills tests? Their results can help you create a threshold for where candidates' results should be.

4. **Start hires out as temps if you can.** Obviously, a great way to make a good hire is to test the person out in the role first. If you can, start a hire out as a temp and transition them to permanent if they perform well.

Info: bit.ly/interview541, bit.ly/alternatives541

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.

■ Boss said worker's accent too strong for job: Discrimination?

HR manager Lynn Rondo was getting a new hire's first day paperwork in order when company attorney Eric Bressler marched into her office.

"Sorry to barge in," Eric said, sitting down. "But we have a problem. John Okoye is suing us for national origin discrimination."

Lynn sighed. "I was worried this would happen."

Trouble with customers

"Why don't you tell me how this all went down," Eric said.

"John was one of our customer service reps. He was a good worker, but since he's from Nigeria, he had a really thick accent. Some customers had trouble understanding him," Lynn said.

"And that's when his boss wanted to reassign him," Eric said.

"Right," Lynn responded. "It's what made the most sense. Plus, it was part of a larger company reorganization anyway."

"Problem is," Eric said. "John's boss made comments like 'People like him can't represent the company on the front lines.' John also is claiming he was passed over for promotions due to his accent."

"I can see how that looks bad," Lynn said. "But my understanding is customers really were having trouble with John. We tried to reassign him, but he quit anyway."

When John sued for national origin bias, 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
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Court: ‘Petty slights’ aren’t enough to prove gender bias

■ Employee claims CEO regularly excluded, ignored her

Can bad workplace manners ever be considered discrimination?

Maybe – but not in the instance of a CEO ignoring his HR director. Here’s a breakdown of the case.

All-male get-togethers

Marie Hasting worked as the HR director at First Community Mortgage. She didn’t have a good relationship with the company’s CEO and claimed he treated her differently.

Hasting claims the CEO never greeted her in the morning and didn’t invite her to lunches involving only male managers.

This all-male group often socialized and had meetings without Hasting or other female employees, something Hasting considered to be retaliation.

Believing her sex was the reason for

this mistreatment, Hasting resigned and sued for gender discrimination.

But the court sided with the company. It said the evidence Hasting submitted was that of “petty slights, minor annoyances and simple lack of good manners” – none of which are legally actionable.

The all-male lunches may have been considered discriminatory if they were company-sanctioned or involved training or career advancement opportunities. But, the court said, in this case the lunches were purely social events.

Even if workplace slights aren’t severe enough to be considered discrimination, they can be damaging to morale and company culture.

Cite: Hasting v. First Community Mortgage, 7/31/19.

Consistent employee discipline saves company from race discrimination lawsuit

■ African-American manager reprimanded same way as white workers

When terminating an employee, solid documentation is the best way to defend against bias lawsuits.

Another important aspect to make a court understand a firing was legit: carrying out consistent discipline.

Reassigned, written up

Winfred Beasley was a quality assurance manager at Warren Unilube Inc. During his three years on the job, Beasley received several customer complaints.

Discipline for these complaints included reassignments and being written up.

Eventually, he was fired for his performance problems. Beasley sued,

claiming he lost his job due to racial bias, not performance issues.

But the court sided with the company. It said there was plenty of documentation proving Beasley had performance issues that he was aware of and didn’t correct.

Not only that, but the company also was able to prove it disciplined other employees in the exact same way – several white employees were reassigned and written up for performance problems.

The court concluded Beasley wasn’t disciplined differently because of his race, and the company had a legitimate reason to fire him.

Cite: Beasley v. Warren Unilube, Inc., 8/9/19.

■ Firing pregnant employee costs company \$125K

One employer learned a pricey lesson when it fired a worker soon after discovering she was pregnant.

M2 Services Corporation, a military contractor in Jacksonville, FL, forced a pregnant employee to take a leave of absence and ultimately fired her, the EEOC claimed in a lawsuit.

Upon learning an aircraft cleaner was pregnant, the company placed her on unpaid leave until she received medical authorization to continue working.

After the employee provided that, she still wasn’t permitted to return to work. M2 Services then fired her. This is a clear violation of Title VII, the EEOC said.

M2 Services settled the lawsuit and will pay \$125,000 to the fired employee. In addition, the company signed a consent decree and must implement a pregnancy non-discrimination policy and mandatory annual training.

Info: bit.ly/pregnancy541

■ Biz failed to provide materials to deaf workers, owes \$100K

Not providing reasonable accommodations for disabled employees is a good way to attract the EEOC’s attention.

Wal-Mart Stores East, located in Washington, DC, failed to provide deaf employees with required materials, according to the EEOC.

The company was supposed to give two deaf employees access to sign language interpreters and closed-captioned training videos, but failed to do so.

The EEOC says the employees were entitled to these reasonable accommodations to participate in meetings and training.

Wal-Mart will pay \$100,000 in monetary relief, and must also train managers on reasonable ADA accommodations.

Info: bit.ly/disability541

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.

Can we avoid service animal accommodation challenges?

Q: We have a disabled employee who is requesting the use of a service animal. What do we do about other employees who may be allergic or wary of a dog in the office?

A: It's always important to go through the interactive process with an accommodation request, says Joanne Lambert, employment law attorney at the firm Jackson Lewis P.C.

Obviously, you can't outright deny someone's request because another employee might not like an animal in the office. It's important to familiarize yourself with the ADA's accommodation requirements and any state laws regarding service animals.

If the accommodation request is legit, here are a few ways you can deal with employee protests:

You can try and put the employee with the animal in a separate or private work area. If allergies are a concern, you can arrange to have the office cleaned more to eliminate as much dander as possible.

How can we best show a court a firing was justified?

Q: We know it's important to have an employee's problems documented before terminating. But what else can we do to make sure we're protected?

A: Don't underestimate the power of the performance review, says employment law attorney

Keerthi Sugumaran of the firm Jackson Lewis P.C.

To avoid an uncomfortable situation, some managers may bump up problematic employees' marks to make it appear they "meet expectations."

The issue with this is there's now a written record that makes it appear the worker's overall performance is acceptable. This may contradict other documentation, which won't justify a termination in court.

It's crucial HR helps managers ensure performance reviews are completely accurate.

What are some of the pitfalls of using AI?

Q: We realize sometimes artificial intelligence (AI) can create more problems than it solves. What are some things we should be aware of?

A: AI could get you into some legal trouble, says employment law attorney Jennifer Budoff of the firm Mintz P.C.

For example, candidate screening software might inadvertently weed out diverse candidates by trying to replicate your current employees.

And if you start requiring employees to use AI and other new software for their jobs, this could lead to age discrimination claims if older workers have trouble catching on.

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

EFFECTIVE COMMUNICATION

■ Stay conversations: The key to retaining top employees

Believe it or not, it's often not an employee's workload or salary that makes them want to jump ship.

Workers typically jump ship because of the relationship they have with their manager.

Luckily, there are ways you can improve that before it's too late.

3 areas to cover

A good manager-employee relationship is all about being able to have open and honest discussions about goals, aspirations and what's important in the workplace.

Stay conversations can be as short as 15 minutes, but they should happen semi-regularly.

Here are some crucial areas to cover, according to talent experts Lynn Cowart and Cile Johnson:

1. **Growth and development.** Not every employee wants a promotion – some just want to grow and learn. To find out more about what someone wants, try asking what they enjoy the most and least about their job right now. What do they want to learn? What are their career goals? This will help you gauge whether they see themselves staying long-term.

2. **Loyalty and trust.** Employees won't hang around if they aren't dedicated to the company and the work they're doing. Appreciation can go a long way to make workers feel engaged. Ask them how they'd prefer to be recognized for accomplishments. You can also ask employees what they need to be the most successful at their jobs.

3. **Culture and environment.** The physical workspace and company culture has a lot to do with employee happiness. To understand someone's perception of culture, ask what they think the company values. Dig deeper and see what surprised the employee most about their work environment, or what they wished they'd known before.

Info: bit.ly/stay541

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 Feeding our talent pool with night classes

With the labor market as tight as it is, we knew we had to do something to stand out in order to attract candidates.

It seems like we always had openings, and so did our competition. All of us are competing for the same pool of registered nurses, licensed practical nurses and certified nursing assistants.

We had already beefed up our benefits package, reduced the employee's share of health costs and

added more optional programs.

But we needed to do more.

Growing our own

We started by offering tuition assistance for employees who were furthering their education. It would benefit the company and the employee to grow their education and reach the next step in their health career.

But that wouldn't help us with getting quality entry-level employees.

So we decided to create our own pipeline of talent. We arranged to offer free

nurse's aide training at our facility in the evening hours.

The goal was to attract people who wanted to get into health care, but couldn't quit their day job to do it.

We hoped they'd come to work for us, but there was no obligation.

Not only are we helping our current employees, we're finding people who want to do a job that's in high demand around here.

(Nicole Odell, operations manager, Crossroads Medical Management, Perry, GA)

**REAL
PROBLEMS,
REAL
SOLUTIONS**

2 New harassment policy keeps us compliant

For a while now, we've handled sexual harassment training the same way – an annual video and run-through of the policy.

But after a new state law required stronger anti-harassment efforts from employers, we knew we had to update our policies and trainings right away.

Consistency across the board

Whenever you need to get employees on board with a

big change, clear communication is key.

So, the first thing we did was notify our staff of the new law and impending changes to our sexual harassment policy to let them know what was coming.

We updated our employee handbook next. We operate in 12 different states, so obviously this new law didn't apply to everyone.

But we wanted consistency across the board. We redid our policies so that no matter what state our people are located in, they must follow

the strict new state law standards.

We also updated our training. Instead of a generic video, we partnered with a company that provides us with an entertaining, engaging video employees want to pay attention to.

We stay on top of our people to make sure they've all completed the training, but we've had no issues. Employees are happy to comply with our updated policies.

(Jo Ann Rothenberg, VP of HR, LT Apparel Group, New York)

3 Spoke exec's language to get point across

My company was trying to reduce costs, and the CFO made it clear that nearly everything was on the table for review.

When we began evaluating what should stay and what should go, the CFO got to one job and asked, "Why do we need this particular position?"

I knew from firsthand experience that the employee in that position played a very important role in keeping serious problems at bay.

But sometimes it's hard for execs to see the value in things that *don't* happen.

What if ...

To help the CFO see what I saw, I used a formula to find the cost of not having the position.

This involved calculating what could happen if the person in that position wasn't here anymore and didn't end up training our employees.

I was able to make an even bigger impact by referencing a recent safety incident we experienced.

The danger and expense it could've cost us had employees not been properly trained was astronomical. This definitely got his attention.

My real-life example and using language the CFO related to – cost calculations – helped us make a solid case and retain the important role in the company.

Now, when I need to show the value of something, I talk like an exec.

(Tami Galt, regional loss control manager, Republic Indemnity, as presented at the ASSP's 2019 Safety Conference in New Orleans)

5th Circuit throws out EEOC guidance on hiring ex-cons

A Texas court recently ruled that employers should disregard the EEOC's stance on hiring applicants with criminal records.

The EEOC's official guidance encourages companies to avoid flat-out bans on hiring people with criminal records and to evaluate each candidate on a case-by-case basis.

The Fifth Circuit ruled the EEOC overstepped in issuing this advice, and employers should decide for themselves what's best.

However, attorneys are warning HR pros not to make any policy changes based on this ruling, as it only affects the state of Texas.

Info: bit.ly/criminal541

Employers, workers can't agree on burnout causes

Companies recognize there's a major burnout problem. A survey by Accountemps revealed that 96% of managers believe their teams are burned out to some degree.

The thing employers aren't quite understanding is why employees are burned out. The study revealed workers and managers disagree when it comes to identifying why burnout is such a problem.

Managers think heavy workloads are the leading cause of burnout, but employees say it's constant interruptions that bother them most.

One in five managers rated their team's burnout level as an eight or higher on a scale of one to 10, while one in four employees said they were between an eight and 10.

Info: bit.ly/burnout541

NLRB: These standard employer practices lawful

Good news for employers. The National Labor Relations Board (NLRB) issued a memo regarding employer practices that are now considered lawful. Some include:

- Civility rules
- Bans on insubordination
- Bans on disruptive behavior
- No defamation or misrepresentation
- No photography on premises, and
- No unauthorized use of the company logo.

Info: bit.ly/NLRB541

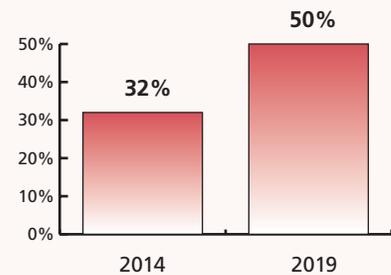
Lighter side: The craziest things HR pros have said

Sometimes, HR has to deal with some pretty insane situations. Here are some things real HR pros have found themselves uttering at work:

WHAT COMPANIES TOLD US

Dress code

Companies allowing employees to dress casually every day:



Source: Indeed

In the past five years, the number of employers allowing a more casual dress code has increased drastically – the main reason being a strategy to recruit talent, specifically the younger generations.

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

- “Yes, you must wear underwear.”
- “No, you can't use the maintenance workshop to create spare parts for your vintage cars.”
- “I'm taking your keys because you're too drunk to drive yourself to your drug test.”
- “You really shouldn't include a boudoir photo with your resume.”

Info: bit.ly/crazyHR541

Sharpen your judgment...

THE DECISION

(See case on Page 2)

No. The company lost when an appeals court sent John's case to a jury trial.

The company argued that while John was removed from his customer service position due to his accent, it wasn't for a discriminatory reason – it was for a business one. Customers couldn't communicate well with John, the company said, which was affecting business.

But the court wasn't buying it. The judge said John's manager's comments about how “people like him” can't represent the company could demonstrate national origin bias. Not to mention, the court said, reassigning John and

passing him over for promotions further supported his bias claim.

The company is now facing a lengthy trial or costly settlement.

■ Analysis: Tread carefully with foreign employees

This case is a great reminder that, typically, a worker's accent shouldn't factor into employment decisions. In fact, a diverse workforce should be something that's celebrated.

However, if an employee's English skills are so poor they genuinely can't do a job, employers can take that into consideration – but this requirement must be stated in the job description and supported with documentation.

Cite: *Iyoha v. Architect of the Capitol, U.S. Dist. Ct. of App., DC, No. 17-5252, 7/2/19. Fictionalized for dramatic effect.*

We used employee feedback to address problems with uniforms

■ *Fun and functional redesign allows employees to perform better*

We always want our employees to be able to bring their best selves to work. But during a routine dress code evaluation, we realized our uniforms were getting in the way.

Employees just weren't comfortable in their current clothes, which interfered with their ability to do their jobs properly.

We decided a more relaxed dress code was the way to go, and we allowed our people to start wearing jeans and sneakers.

That change itself was a big hit, but it wasn't long before employees brought another uniform issue to our attention.

Started discussions

Our staff is required to wear vests over their uniforms, and they made it clear those were in need of a redesign.

Complaints told us the vests were too heavy and bulky, and the blue color easily showed dirt and stains, which wasn't a very professional look.

We took this employee feedback seriously and started having discussions about a vest redesign with upper management.

Several listening sessions were held, and employees were encouraged to send us additional feedback and ideas via email.

'Go bigger!'

In all these talks we had, we knew it was important the vest still be distinctive so customers could easily identify our employees.

We discussed functionality concerns as well. How big did the vest have to be? Should there be pockets? How many? What color would stand

out, but hide dirt?

We presented our updated vest idea to the higher-ups, and while they liked what we came up with, they challenged us to go even bigger with our design.

That's when we really decided to think outside the box and get creative.

Fun to wear

After a few more design meetings, we came up with even cooler features for the vest revamp.

Instead of a dark blue color, we decided on steel gray. It was something that would look good on everyone and hide dirt really well.

To make the vests more fun to wear for the employees, we decided on colored piping. But we didn't stop there.

We wanted our workers to really enjoy wearing the vests each day, so we added a personalization element.

Employees can now choose the size of the vest, the neckline and the color of the piping. In the future, we're planning to let them add icons to their vests as well.

Best selves

We're going to roll out the new vests soon, and we already have so many employees excited to wear them.

Getting our people involved in the design let us know exactly what they needed to be the best they could be at work.

Now, everyone can look and feel great every day.

(Kristal Mooney, learning experience owner, Walmart, Bentonville, AR)

Case Study:
WHAT
WORKED,
WHAT
DIDN'T

■ Worried about remote work? 3 common myths busted

Every day, more companies are embracing telecommuting and remote work options.

But along with employers taking advantage of this trend are those completely avoiding remote work opportunities.

Resistant to change

Companies can be wary of having a remote workforce for a variety of reasons, such as fear of miscommunication or isolation.

But a lot of these common fears don't turn out to be an issue.

Here are three common remote working myths and why employers shouldn't believe them, according to the Chief People Officer of HubSpot, Katie Burke:

1. Remote workers aren't productive. It makes sense that employers worry their workers are getting distracted at home, but studies have shown employees are actually 65% more productive out of the office. Workers experience more peace and quiet at home and don't have to waste time commuting during rush hour.

2. Remote workers aren't engaged. Another common myth is that if employees work from home, they can never escape assignments, which leads to burnout. But research has found 80% of remote employees are less stressed working from home. Having more freedom and flexibility in their schedules can also increase happiness.

3. Remote workers can't grow their careers. This issue can be solved simply by employers ensuring they offer remote employees the same advancement and development opportunities as in-office staff. Just because someone works at home doesn't mean they wouldn't be interested in a promotion. Companies should be sure to offer online training and webinars to encourage growth.

Info: bit.ly/myths541

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.

Manager worries workaholic employee will burn out soon: What can be done?

The Scenario

HR manager Stu Capper sipped his pumpkin spice latte, excited that fall was finally almost here, when department manager Stephanie Plum walked through his door.

"Hi, Stu," she said, sitting down. "Got a minute?"

"Sure, Steph," he replied. "What's up?"

"I'm having a problem with Connie," Stephanie started.

"Connie? Isn't she one of our hardest workers?" Stu asked.

"She is," Stephanie replied. "And that's the problem!"

Pushing herself too hard

"Connie just doesn't know when to call it a day," Stephanie explained. "She comes in

early and stays late. She'll respond to emails in the middle of the night and on weekends. I rarely see her take a lunch break."

"I see," Stu said. "You're worried she's pushing herself too hard."

"There's no way this is healthy," Stephanie responded. "And my team is a little taken aback by her intensity. But what am I supposed to tell her? That she should be less dedicated to her job?"

"I understand your frustration," Stu said. "And it can be really hard to break workaholics of their habits."

"I don't want Connie to take it the wrong way," Stephanie said. "But this can't go on. She's going to burn herself out, and then we'll have a bigger problem on our hands."

"I'm sure we can come up with something," Stu said.

If you were Stu, what would you do next?

Reader Responses

1 Ellie St. John, HR administrator, Virginia Education Association, Richmond, VA

What Ellie would do: I'd start by meeting with Connie to see if there was an underlying reason she felt the need to work this hard or if it was completely by choice. I wouldn't automatically assume she must be stressed out, but I'd continue to keep an eye on her work habits.

Reason: Some people genuinely enjoy what they do and thrive on working intensely – that's why it's so important to check in with Connie and see whether it's her choice to work like this or if she feels some kind of pressure to do so.

2 Joyce Babb, HR director, Louisville Metro Housing Authority, Louisville, KY

What Joyce would do: I'd be sure to tell Connie we greatly appreciate how hard she works, but I'd also remind her of certain workplace rules she must be following. For example, my company requires all employees

to take lunch breaks and to use a certain amount of vacation time.

Reason: In this situation, I think it's best to appeal to Connie's logical side. Of course we appreciate her hard work, but at the same time, there are legal requirements that must be met. With Connie's intense work ethic, I think she'd be more likely to relax a bit if a company policy tells her to.

3 Victoria Truss, HR manager, A.G. Gaston Boys & Girls Club, Birmingham, AL

What Victoria would do: I'd call a department meeting and talk about the importance of a healthy work-life balance. If Connie still wasn't slowing down, I'd then speak to her individually.

Reason: I don't want to single Connie out, so a meeting would be a good way to remind her and everyone else that the company encourages keeping work and home life separate. If Connie's work-life balance doesn't improve, I can reference the meeting when I speak to her individually so our expectations of her would be clear.

QUOTES

I've learned that fear limits you and your vision. It serves as blinders to what may be just a few steps down the road for you.

Soledad O'Brien

You're never too old to start learning, and you're never too young to aim high and achieve great things.

Asa Hutchinson

Forgiveness isn't just a blessing you deliver to another human being – it's also a gift you give yourself.

Robin S. Sharma

Experiencing sadness and anger can make you feel more creative, and you can get beyond your pain or negativity.

Yoko Ono

Find joy in everything you choose to do. Every job, relationship, home ... it's your responsibility to love it, or change it.

Chuck Palahniuk

Age appears to be best in three things: old wood to burn, old wine to drink and old friends to trust.

Francis Bacon