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HRMORNING

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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.

'Nice job' doesn't cut it: 3 better ways to praise, engage

■ *A fresh take on this age-old leadership tactic*

Job seekers have all the options in the current market, so holding on to your best people is more important than ever.

Employers with tight budgets might be worried staff will leave for a bigger paycheck, but there's good news. Studies show money isn't the main motivator to get workers to stay.

What people really want is to feel valued.

Praise specific efforts

Top employees need to be recognized – they need to know their hard work is noticed and that it makes a difference.

An effective first step is to get in the habit of praising employees for their efforts. It's crucial to be as specific as possible. Tell them exactly why their work stands out.

Research shows simply telling employees they're "doing a good job" isn't enough. Why? They won't know what they're doing right, so they won't work to maintain their progress.

Mention exactly what they've done so well. Try something like, "You always hit your deadlines" or "I never have to correct mistakes on your reports." This feedback lets employees

(Please see Praise ... on Page 2)

Free speech? NLRB reconsiders cursing at work

■ *Board examining standards on profane outbursts, offensive statements*

The NLRB is thinking about changing its stance on employees' free speech protections under the National Labor Relations Act (NLRA).

Currently under the act, employees are entitled to use "insulting language without fear of restraint or penalty" if they believe such rhetoric to be an effective way to make their point.

Looking for input

The rethinking of this standard comes with the NLRB's concern that too much profanity and racially or

sexually charged language is going unchecked. The Board is looking for employer input on where to draw the line.

Some of the questions the Board wants contributors to consider:

- Broadly speaking, when should profane language or offensive speech lose Section 7 protection?
- Should the Board consider the realities of the workplace, i.e., whether profanity is normally tolerated?

Click: bit.ly/NLRB542

Praise ...

(continued from Page 1)

know their work matters, and it'll motivate them to continue performing at high standards.

Delivery of the praise also matters. It's important to:

- recognize workers in the moment for maximum reinforcement
- keep praise in context, so workers know exactly how they've contributed to the bigger picture
- avoid overdoing it with the praise, or else it'll start to lose its meaning, and
- sound sincere, or employees might think you're on auto-pilot.

When praising a positive end result, it's good to remember to acknowledge the effort it took to get there as well.

By taking notice of a person's efforts in pursuing an interesting idea, you can promote an environment where employees aren't afraid to try new things.

HR MORNING'S

What's Working in
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This way, even when things don't exactly go as planned, you can show workers you appreciate the thought and effort that went into the project.

More responsibility

When employees see their managers view them as more than cogs in a machine, they'll be inspired to stay on and do their best work.

Another way to show people you value them? Give your best workers more responsibility.

Feeling challenged by assignments is key to employee satisfaction, according to a CareerBuilder survey. So try assigning your best performers to some challenging tasks. Let them have a say in their next assignment, or suggest they help train a new employee.

Another idea is allowing them to take the lead at the next company meeting or training session.

Some managers may even wish to change the person's job title to better reflect their responsibilities at the company. Even without a raise, a more authoritative job title may make an employee feel valued and recognized.

Recognition ceremonies

Taking note of employee milestones is another way to thank employees without breaking the budget. Have a monthly or quarterly recognition ceremony where managers acknowledge those who have gone the extra mile with a certificate.

This is an opportunity to incorporate unique company elements and make things fun and exciting.

Jazz things up and have specific award categories like:

- Big thinker
- Best idea
- Most hard-working
- Ultimate team player, and
- Mr. or Ms. Above and Beyond.

Info: bit.ly/recognize542

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.

Older worker passed over for promotion: Age bias?

"Can you tell me about how you and Barry decided who got promoted, and why you passed over Joanne?" company attorney Eric Bressler asked as he rushed into HR manager Lynn Rondo's office, without so much as a greeting.

"Well hello to you, too," Lynn responded. "But basically, Barry and I felt Joanne didn't interact well with people, and that position requires strong interpersonal skills."

"Is it true you got feedback about Joanne from other workers?" Eric asked.

"We did," Lynn responded. "But our final decision was based on our experiences with her."

"Let me explain why I'm asking," Eric said. "You promoted someone a lot younger than Joanne. And she says the two people you consulted about her had made rude comments on her age – like calling her 'mummy' and 'dinosaur.'"

No bias here?

"Oh, that was just one stupid argument," Lynn said. "Things got heated and people said things they shouldn't have. Neither Barry nor I have ever said anything discriminatory toward Joanne."

"I know," Eric said. "But Joanne says consulting with them and then hiring someone younger proves you're biased."

Joanne sued for age bias, but the company said she'd been passed over due to her qualifications, not her age. Did the company win?

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

Company ends up in court after new safety policy is deemed discriminatory

■ Deaf workers were prohibited from operating forklifts

One company thought its new policy would help address safety concerns.

But when a hard-working employee was removed from his job because of his disability, a court decided the policy was discriminatory.

Safety concerns?

Nicholas Siewertsen, a deaf man, worked as a forklift operator for Worthington Industries. In his 10 years at the company, he performed his job well without any incidents.

But when a companywide policy went into effect banning deaf workers from operating forklifts, Siewertsen was reassigned.

His new job was a lower-level position with fewer opportunities for advancement – however, his pay

remained the same.

Siewertsen sued the company for disability discrimination. The employer argued the policy was in place for safety reasons. For example, forklift operators had to ensure the horn was working – and deaf workers wouldn't be able to do that.

But the court disagreed. Siewertsen had successfully been testing the forklift horn for years by feeling its vibrations. The company failed to prove he posed a threat by continuing to operate the forklift, the court ruled.

Not to mention, the court said, it appeared that moving Siewertsen to a lower-level position was an adverse employment action due to his disability.

Cite: Siewertsen v. Worthington Industries, 8/20/19.

Court: Employee fired for crude language didn't experience discrimination, retaliation

■ Worker claims supervisor made disparaging remarks about women

An employee terminated for foul language claimed she experienced a hostile work environment on the basis of sex.

Here's why the company came out on top.

Against company policy

Rachel Bentley was a sales associate at AutoZone when she claimed a colleague made disparaging comments about women.

Eventually, Bentley got into an argument with this colleague and used crude language. She was then fired for her remarks, which were explicitly against company policy.

Bentley sued the company, claiming

she experienced a hostile work environment and was fired because she complained about her sexist co-worker.

But a court sided with the company. It said the employer was within its rights to fire Bentley for her language, since it was against company policy. In fact, Bentley herself admitted she knew that type of language wasn't tolerated in the workplace.

The court also said there was no evidence of a hostile work environment because the colleague who made the disparaging remarks wasn't Bentley's supervisor.

Cite: Bentley v. AutoZoners, LLC, 8/19/19.

■ EEOC sues firm for firing age discrimination whistleblower

One employee reported his company for ageist hiring practices and ended up getting fired for it.

According to a newly filed EEOC lawsuit, the University of Kansas Medical Center (KUMC) was engaging in discriminatory hiring practices. Managers allegedly received instructions from a department head to hire millennial workers over older applicants.

When one manager reported this to higher-ups, his department was reorganized, and his position was eventually eliminated, the EEOC says. An investigation later substantiated the terminated manager's allegations.

KUMC's conduct violates the anti-retaliation provisions of the Age Discrimination in Employment Act (ADEA). The lawsuit is still pending.

Info: bit.ly/ageism542

■ Biz owes \$200K for having staff sign 'pregnancy policy'

One employer made it company policy to fire female employees once they reached their fifth month of pregnancy, and the EEOC quickly shut that down.

A Plus Care Solutions, a supplier of professional caregivers in Jackson, TN, discriminated against pregnant employees, the EEOC said.

According to the lawsuit, every new female employee had to sign a pregnancy policy at orientation, which stated they'd be let go during their fifth month of pregnancy.

A Plus Care followed through on this policy and fired several pregnant employees, even though they were still able to perform their job duties, the EEOC said. This directly violates the Pregnancy Discrimination Act.

The company settled the lawsuit and will pay \$200,000 in damages, and it agreed to no longer make pregnancy an employment factor.

Info: bit.ly/pregnant542

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 a disabled worker ask for a specific accommodation?

Q: We have an injured employee who wants to work remotely while recovering. We offered an alternative, but she's insisting on her first choice. Do we have to give her that accommodation?

A: While employers are required to give disabled employees a reasonable accommodation, the employee doesn't have the right to dictate that, says employment law attorney Fiona Ong of the firm Shawe Rosenthal LLP.

In a recent case, *Yochim v. Carson*, the Seventh Circuit made this clear.

A disabled employee wanted to telecommute as an accommodation. The employer suggested a flexible work schedule that would've addressed her needs and allowed her to do her job.

The employee sued, but the Seventh Circuit said that the employer offered her a reasonable accommodation. An accommodation doesn't always have to be the best or the employee's first choice – as long as it's effective, that's all that matters.

Are employee volunteer opportunities compensable?

Q: Our company partners with a charity, and we encourage employees to volunteer. Do we need to pay them for that time?

A: If the program is truly voluntary, then no, you don't, says employment law attorney David

Dubberly of the firm Nexsen Pruet.

The DOL recently issued an opinion letter on this. It said employers can't require or coerce workers into volunteering without compensation.

As long as employees don't feel pressured to volunteer, employers don't need to pay them for their time.

The DOL even said you can make volunteer work a factor in determining employee bonuses – as long as the bonus isn't guaranteed.

Can a policy have staff use paid leave before FMLA?

Q: We offer our employees paid time off that they can use for family emergencies. If they also qualify for FMLA leave, can we have them use paid leave first?

A: The DOL recently addressed this in an opinion letter and made its stance clear – when an employee qualifies for FMLA leave, they must use it, regardless of company policy dictating paid leave must be used first.

But the agency also encouraged employers to continue to adopt generous leave policies, as long as they're FMLA-compliant. For example, employers could offer paid leave for family emergencies that aren't eligible for leave under the FMLA.

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

EFFECTIVE COMMUNICATION

■ Getting better at handling difficult conversations

For any manager trying to better handle those tough conversations, it first helps to understand why people try to avoid them.

And more often than not, it's because they haven't really had any training on how to approach them.

With that in mind, here are a few ideas on how to move ahead.

Take control

Controlling the conversation is key. It's OK to let the employee rant a little over an emotional topic, but eventually you'll have to get the talk on track and plainly state what the problem is and what results you expect.

Stick to the script

Of course, every conversation is different, and you'll have to be quick on your feet to react to changes throughout the talk. Don't let that stop you from developing a blueprint for such conversations, right down to the wording of phrases and built-in silences.

Stay calm

Meet emotion with calm. The more emotional an employee acts, the more important it is for you to stay calm and even-tempered.

Stay legal

Keep the conversation legal. Lawsuits can develop from discussions in which a manager promises confidentiality when it's not practical. Also problematic is failing to recognize that every statement is "official." Nothing is off the record.

Negotiate

It always pays to remember that you can negotiate a result. Just be certain you're empowered to implement the deal you promise.

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 **How we stay on top of changing state laws**

Compliance is always our top concern, but with constantly changing state laws, it can be tough.

Things are even more complicated for us since we operate in 12 different states, all of which have their own unique requirements.

To make sure we're as compliant as we can be, we have a few people on our HR staff who have the job of remaining vigilant for any state law changes.

We also have a network of other HR pros with whom we communicate regularly and share information.

Included in this network is a group of employment lawyers who advise us of new laws and make suggestions.

Once we had all this information, we knew we also needed to tackle another compliance issue – employee handbooks.

Annual update

This information would do us no good if we didn't share it, so we did a

handbook overhaul.

We updated all the regs, and also made the language easier to understand and more employee friendly.

Handbooks get updated annually at a minimum, but any time we have a new state law change, we update them again.

We now have an excellent system in place to obtain compliance information and distribute it.

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

**REAL
PROBLEMS,
REAL
SOLUTIONS**

incorrectly and how it should be handled in the future.

2 **My method for those tough employee talks**

It's never easy to flat out tell employees they're in the wrong.

But as a manager, it's part of the job. And in our workplace, mistakes need to be corrected quickly before they spiral into bigger problems.

Even knowing that, I still struggled with how to approach these conversations. In the past, I'd seen employees put up a wall, get frustrated or leave humiliated.

I knew I needed to find an

approach that let employees know these things happen while still being constructive and clear.

2-step approach

Everyone makes mistakes. If I could emphasize that instead of just focusing on the error, I knew employees would be more receptive.

Now, I have a two-step plan for difficult conversations.

First, I come straight out with the problem: what's being done

Second, and this is the step that breaks barriers, I relate their problem back to a mistake or problem I have encountered in the past.

This softens the blow and allows employees to relate and open up to me more as their manager.

And when they speak honestly, both of us leave feeling more positive.

(Sheila Valazquez, A/P senior manager, RLJ Entertainment Inc., Silver Spring, MD)

3 **The true payoffs from employee-first culture**

We were going through a lot of big changes at our company, and we knew how crucial it was to make sure our employees were on board.

If our people didn't understand our new vision or felt left out of the loop, we weren't going to be successful.

Complete transparency had always been a bit of a stumbling block for us, but we knew it was essential now more than ever.

That's when we decided to revamp

our company culture to make it all about the employees.

Our job to inspire

Workers aren't going to put in their best effort if they aren't inspired to do so – and management quickly realized it was our job to inspire them.

To do that, we created a clear vision of where the company was heading. We wanted it to be so motivating that our employees would happily jump out of bed every morning and come to work.

We made sure we properly

communicated our new goals to our employees so no one was confused about where we were headed.

It was important we spelled out how our employees fit into our vision, too. We realize most workers find it hard to trust management, and we wanted to break down that barrier.

Being transparent and emphasizing our employees' important role in our success has been a game changer.

(Vineet Nayar, CEO, HCL Technologies Limited, as presented at the 2019 SHRM Conference and Exposition in Las Vegas)

Study: Skills gap widened by 12% in the past year

According to a new survey conducted by Future Workplace, the majority of HR pros are dealing with employees lacking the right skills.

Two-thirds of employers surveyed reported that they're currently experiencing a skills gap at their organization. This is up from the 52% that reported it last year.

Most attribute the skills gap to rapidly changing technology, but 30% blame it on a shortage of qualified candidates. Some employers are coping with this issue by using gig workers in the meantime.

Info: bit.ly/skillsgap542

EEOC won't collect more pay data in the future

The EEOC recently announced that after requiring employers to submit pay data from the 2017 and 2018 calendar years, it won't be asking for it in the future.

The deadline for employers to submit their pay data for 2018 just passed on Sept. 30. Employers can now breathe a sigh of relief knowing they won't have to file the data again.

One of the main reasons the EEOC decided to cease pay data collection was due to the burden it placed on

employers to collect and calculate employees' pay data.

However, the EEOC isn't completely ruling out possibly collecting more pay data down the line.

Info: bit.ly/paydata542

Heads up, NY employers: New state laws for Oct.

This October, employers in the Empire State have a few new state laws going into effect. Here's a rundown of what's coming:

- Oct. 8: Employers are prohibited from discrimination based on religious attire or facial hair
- Oct. 9: Annual harassment training must be conducted by this date, and
- Oct. 11: Contracts preventing employees from disclosing the reasons behind a discrimination claim are prohibited.

Info: bit.ly/NYlaws542

Lighter side: Don't make these interview faux pas!

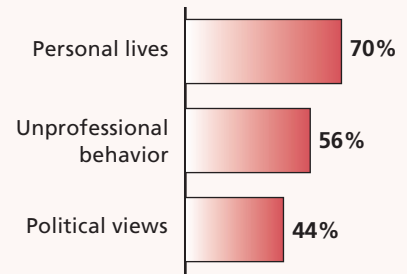
If you're looking for ways to jazz up your interviews, here are some examples of what *not* to do.

Candidates shared the craziest things interviewers have said to them, and here are the hilarious results:

WHAT COMPANIES TOLD US

Social media checks

What type of information do candidates try to hide from employers on social media?



Source: JDP

Checking up on applicants' social media isn't as revealing as it used to be. Candidates are aware employers will be searching for them. Many try to hide certain content, and 40% create alias accounts.

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

- "Write a haiku about yourself."
- "If I was going to have a mistress, you'd be the kind of mistress I'd want."
- "The person who had this job before you quit and sued the manager you'll be working for."
- "It's going to be hard to be successful here if you're that cheerful all the time."

Info: bit.ly/badinterview542

Sharpen your judgment...

THE DECISION

(See case on Page 2)

No, the company lost when a court sent the case to trial.

The judge said a combination of factors played into the decision.

First, there was the awarding of the promotion to a younger person. That in itself wouldn't have been enough to sway the case in the employee's favor. But there was more.

Soliciting input from two people who had made openly derogatory remarks about the employee's age raised enough of a question about the fairness of the selection process to lead a reasonable person to conclude that age

bias could likely have been a factor.

True, the managers had sole responsibility for the decision. But, by consulting the others, they raised questions about their ability to be fair.

■ Analysis: Ensure fairness in promotions

This case shows how a number of factors can come together to undermine a company's claim of fairness.

Still, there's just as often a key factor, maybe a lapse in judgment, that tips the court's decision in favor of the employee.

In this instance, it was the appearance that the deciding managers had delegated the promotion decision to those who'd previously shown bias.

Cite: *Beecham v. Wyndham Vacation Resorts, Inc., U.S. Dist. Ct., HI, No. 11-000129 ACK-BMK, 12/18/13.*

Our on-site clinic was the key to improving employee health

■ Customized wellness plans take great care of our people

Last year, we were looking for a new location for our corporate headquarters. And during the search, we realized it was the perfect time to increase some of our amenities.

We'd been wanting to make employee wellness a top priority for a while and had been making steady progress over the years.

But a new headquarters was going to give us the space to add what we always wanted: a fitness center and on-site health clinic.

Making our case

We had a clear benefits vision – we wanted everything to be focused on our employees and be completely personalized.

The clinic would be key to this. Our goal was to be able to offer convenient care for everyone's unique needs.

But if we wanted to make the clinic a reality, we needed to get executive support and funding.

While proposing our idea, we focused on how it would decrease employees' medical bills, which would save us money in the long run.

Plus, our people could save so much time by seeking care at the workplace. Their work wouldn't be interrupted by doctor's appointments far away.

This argument was enough to get our execs to buy in.

Collected data

When we first opened the on-site clinic, we pulled out all the stops. We had a medical assistant, a nurse practitioner and a physical therapist, as well as two care suites and a lab.

But once employees started taking

advantage of the clinic, we could begin collecting data to offer the most customized care possible.

The data helped us identify the top three health risks to our staff: diabetes, depression and obesity.

Customized care

With this information, we had the potential to positively impact 1,800 employees. We worked with our medical professionals to come up with targeted programs to address these health concerns.

For example, to tackle depression, we introduced an employee assistance program (EAP). This included a suicide awareness class and an emotional wellness program called Learn to Live.

The comprehensive care we offer is even more

apparent in our diabetes program. Our diabetic employees undergo lab tests and biometric screenings, receive physical therapy to manage pain, and participate in personalized exercises and strength training.

Convenient appointments

We have employees who'd been putting off going to the doctor flocking to the clinic during lunch breaks because it's so convenient.

And as people develop personal relationships with staff at the clinic, they keep coming back because they're so satisfied with their care.

Not to mention, they're sure to pass recommendations on to their colleagues.

(Emily Maher, director of benefits, Land-o-Lakes, as presented at the 2019 SHRM conference and exposition in Las Vegas)

■ Get your people to focus: 5 keys to better concentration

The office can be a very distracting place. With all the noisy day-to-day activity and emails flooding inboxes, employee productivity can really take a hit.

While these types of distractions are a necessary evil, there are some easy ways you can help your employees better focus.

A 'deep-work' environment

Here are the best concentration strategies you can implement in your workplace, according to HR expert and co-founder of CitrusHR Kirsty Senior:

1. **Allow flexible working.** The traditional 9-5 doesn't jive with everyone. Some people have bursts of motivation first thing in the morning – for others, it comes later in the day. By allowing employees to adjust their schedules, they can work during their personal high productivity hours.

2. **Close off the open office.** Many workplaces have open floor plans, but this can hinder productivity more than help it. If you have a very busy main office, make sure you have some private spaces employees can go to when they really need to concentrate.

3. **Think light.** Dingy, fluorescent lighting doesn't inspire productivity in anyone. Get as much natural light into the building as you can, and try to opt for softer, white light when possible.

4. **Encourage personalization.** Let your people create an environment they can focus on. For some, this could mean having an oil diffuser on their desk or listening to soft, ambient music through headphones.

5. **Make time for fun.** To ensure your employees don't burnout, carve out some time for everyone to relax. When workers unwind at a company event, they'll be ready to get back to work when it's over.

Info: bit.ly/concentrate542

Case Study:
WHAT
WORKED,
WHAT
DIDN'T

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.

Chatty employee monopolizes meetings: What's the best way to get him to stop?

The Scenario

"Stu, just the man I was looking for."

HR manager Stu Capper was heating up some mac and cheese for lunch when department manager Ian Kowalski walked into the kitchen.

"Hi, Ian, what's up?" Stu asked.

"I wanted your advice on something," Ian replied, lowering his voice.

"Shoot," Stu said.

Always chiming in

"So you know we have weekly department meetings," Ian started. "I know they're a pain, but it's important we all get together and keep everyone in the loop."

Stu nodded and stirred his pasta.

"I always try to keep them as brief as possible so I don't take up people's time,"

Ian went on. "But Paul doesn't seem to get the memo. He's always chiming in with comments or asking a ton of questions at the end."

"Well, are they important questions?" Stu asked. "You can't fault him for wanting clarification."

"That's the thing," Ian said. "Sometimes he has valid things to say. Other times, it's like he just wants to hear himself talk. What am I supposed to do? Tell Paul he's limited to good questions only?"

"And I know it drives everyone else crazy," Ian continued. "I overheard a few people complaining about him earlier."

"I see your issue," Stu replied. "You don't want to discourage questions or single him out, but this needs to be addressed."

"Exactly," Ian said.

If you were Stu, what would you do next?

Reader Responses

1 Ashley Jordan, HR manager, Atlanta Diabetes Associates, Atlanta

What Ashley would do: I'd start running the meetings differently and present the necessary information more like statements rather than a discussion. If Paul continued to try to interrupt, I'd encourage him and anyone with questions to see me afterward.

Reason: This is a good way to ensure people's questions still get answered, but no one's time is unnecessarily wasted. Not to mention, people like Paul would get individualized attention. This method would keep the meetings brief and let everyone else get back to work faster.

2 Amy Essick, HR manager, KE McCartney and Associates, Mansfield, OH

What Amy would do: I'd speak to Paul separately and let him know when I'm available to meet and answer any of his questions. In the meetings going forward, I'd make it clear that we'll be sticking to the

agenda – any questions or comments that try to steer us off track won't be acknowledged.

Reason: Employees' time is very valuable, and a consistent time suck like this department meeting can really impact productivity. Handling Paul's questions outside of the meeting and sticking to the agenda during is a win-win for everyone.

3 Michael Rohan, consultant, Rohan Business Group, St. Louis

What Michael would do: I'd go into every meeting from now on with a strict agenda and stick to it. I'd purposefully end the meeting earlier than usual to save time afterward for employee questions.

Reason: Meetings being too unstructured is often the cause of lengthiness and frustration. Having a clear agenda, even timing out each point you need to cover, will ensure everything stays on track. Paul's questions wouldn't be so bothersome anymore if he wasn't causing the meetings to run over. By leaving time at the end, people won't get annoyed at his questions.

QUOTES

Those who want to succeed will find a way; those who don't will find an excuse.

Leo Aquila

People take different roads seeking fulfillment and happiness. Just because they're not on your road doesn't mean they've gotten lost.

H. Jackson Brown, Jr.

Avoiding danger is no safer in the long run than outright exposure. Life is either a daring adventure, or nothing.

Helen Keller

I'm not concerned with your liking or disliking me ... All I ask is that you respect me as a human being.

Jackie Robinson

Thousands of candles can be lighted from a single candle, and the life of the candle will not be shortened. Happiness never decreases by being shared.

Buddha

It is better to fail in originality than to succeed in imitation.

Herman Melville