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HRMORNING

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

Check your filters! A great hire's more than a good GPA

■ Missing soft skills? Here's how to find them

Companies are hiring a lot of new college grads these days, but employers report these hires don't have the soft skills they need to succeed.

According to HR and hiring experts, it's not because millennials don't have those skills – it's often because employers tend to use interviewing and screening practices that fail to favor candidates with excellent soft skills.

What's missing?

The typical soft skills companies crave are critical thinking, decision making, communication and awareness, says Renetta McCann, Chief Inclusion

Experience Officer at Publicis Groupe.

According to McCann, every business failure – whether it's the inability to meet deadlines or deficiencies in outcomes – can be attributed to a lack of these soft skills.

"In business, hard skills are more important than soft, but damage is done when those soft skills aren't there," she says.

Filtered out

So why are employers repeatedly finding they've screened and hired

(Please see Great hire ... on Page 2)

Employers: Brace for tighter talent competition

■ Study reveals 97% of execs expect hiring to get even tougher

According to Mercer's 2019 Global Talent Trends Study, thousands of business executives are preparing for major talent competition next year.

Ninety-seven percent feel hiring is about to get a lot tougher, which isn't good news for employers: More than half of execs report the length of time it takes to find and hire new talent is their biggest challenge.

Top retention strategies

Because the competition is getting even tighter, employers are using other

strategies to fill gaps.

Many companies have turned to training to help develop existing employees' skills, which is much more cost effective than recruiting and hiring a new person.

Going along the retention route, other employers are redesigning jobs to keep workers engaged and inspired. Culture shift goes hand in hand with this, as employees are more likely to stay in a respectful and fair work environment.

Click: bit.ly/competition544

Great hire ...

(continued from Page 1)

someone who doesn't have what the company needs?

Jeffrey Moss, CEO of Parker Dewey, thinks too much reliance on AI and emphasis on academic background is to blame.

Moss says employers in the tech and business fields tend to put a lot of stock in candidates' GPAs. This results in recruiters using AI to filter out applicants without the desired number.

"There are so many grads with tons of soft skill qualities, but they don't have the right academic pedigree," Moss says.

The candidates with the impressive academic backgrounds often ace interviews thanks to colleges' increasing amount of preparation.

But these impressive new hires fall flat as managers realize they don't

know how to speak up effectively or they lack conflict resolution skills.

So how do you find a better fit?

Know what you're looking for

According to HR consultant Rachel Albert, it's simple.

Before you start filtering out applications, ask yourself: Which

Employers need to be more realistic. More thoughtful in exactly what they need.

is better? Someone familiar with the software your company uses, or someone who has proven they can quickly learn new things?

Albert and Moss are both in agreement that it's crucial to involve the hiring manager early on in the process. Too often, managers don't meet candidates until after the resume screening or the interview.

Building a better interview

It's also important to be clear with applicants about what you're looking for, McCann says. Include any soft skills that are important to you, like communication or decision-making.

When setting up interviews, help candidates by asking them to come prepared with an example of how they've used soft skills before.

And instead of using the traditional interview questions that candidates are ready for, mix it up by asking them questions that'll force them to dig deeper. Try something like, "How did you correct a mistake you made in the past?" or "Tell me about a time you had to motivate a teammate or a classmate."

Info: bit.ly/softskills544

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.

■ Should non-disabled worker have received accommodation?

HR manager Lynn Rondo was gathering her things to leave for the day when department manager Frank Porter walked into her office.

"Glad I caught you, Lynn," he said as he sat down. "We've got a problem."

Lynn quietly sighed and put her purse and coat down. "What's going on, Frank?"

"Ron is suing us for violating the ADA! Can you believe it?" he asked.

Lynn wrinkled her brow. "How? Ron isn't disabled."

Hands were tied

"This all started when he asked me for an accommodation," Frank explained. "His daughter is sick. Ron wanted to be able to leave early to take care of her, but I said no – we need him here in case of an emergency.

"He tried again," Frank continued, "and asked for a week of short shifts. I may have gotten a little annoyed and told him to leave his personal problems at home."

Lynn winced. "Not exactly very compassionate of you," she said.

"I know," Frank said. "But my hands were tied! No one else could've filled in for him on such short notice. And after all that, he started showing up late. He wasn't working out. Ron had to go."

Ron sued for discrimination based on his association with a disabled person, and the company fought to get the case dismissed. Did it win?

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

HR MORNING'S

What's Working in
HUMAN RESOURCES

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What's Working in Human Resources, (ISSN 1088-3223) November 1, 2019, Vol. 24 No. 544, is published semi-monthly except once in December (23 times a year).

This publication is designed to provide accurate and authoritative information in regard to the subject matter covered. It is sold with the understanding that the publisher is not engaged in rendering legal, accounting, or other professional services. If legal or other expert assistance is required, the services of a competent professional should be sought. — From a declaration of principles jointly adopted by a committee of the American Bar Association and a committee of publishers.

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Manager told worker to get out of jury duty, fired him when he didn't

■ 5th Circuit says employee can proceed to trial

Jury duty can be a big inconvenience for employers, but a recent lawsuit shows why it's better to grin and bear it.

Here's a breakdown of the case.

Refused to lie

Max Simmons was the manager of a Taco Bell in Mississippi. He was called for jury duty, but when Simmons informed his boss he'd need some time off, he was told to "find a way to get out of it."

Simmons didn't want to lie, and ended up being selected to serve. This resulted in him missing several days of work. When Simmons returned, he was fired for tardiness. He then sued.

Initially, a district court ruled in favor of the restaurant, but on appeal, the 5th Circuit reversed.

The court cited Mississippi law, which forbids an employer from attempting to persuade a worker to avoid jury duty.

While Simmons was employed at will, the 5th Circuit said there's an exception that protects employees who refuse to participate in an illegal act.

The court went on to say that a jury could conclude Simmons was terminated for refusing to lie since he was late less often than other employees who'd been fired for tardiness. He also wasn't given a warning before being let go.

And finally, the manager who fired Simmons was the same one who'd asked him to lie.

Cite: Simmons v. Pacific Bells, LLC, 9/27/19.

Employee's age bias lawsuit sent to trial after manager's multiple negative comments

■ Boss called her 'little old lady' and 'grandma'

A warning for managers: a handful of teasing comments can be enough to send a bias claim to trial.

One company recently found that out the hard way.

Endured offensive comments

Pamela Hannon, an employee at Louisiana-Pacific Corp., was 58 years old when her supervisor started making comments about her age.

Juliet Depina supervised Hannon for five months and allegedly made about six comments referencing Hannon's age.

According to Hannon, Depina would refer to her as "little old lady" and "grandma." The supervisor also

would tease Hannon about post-menopausal issues and ask when she was going to retire.

When Hannon was later let go, she sued for age discrimination – and the 6th Circuit decided her lawsuit could proceed to trial.

The court said Hannon had to endure many offensive comments over a short period of time.

There was also no evidence that Hannon's performance had been anything other than satisfactory. The court said it was possible Hannon was fired due to her age.

This goes to show that offhand comments can cause big issues.

Cite: Hannon v. Louisiana-Pacific Corporation, 9/24/19.

■ Sports bar out \$255K for sexual harassment

When one employer created a sexually hostile work environment that was so bad employees were forced to quit, the EEOC stepped in.

Pacific Fun Enterprises, doing business as Snappers Sports Bar and Grill in Honolulu, was sued by the EEOC for sexual harassment and retaliation.

According to the lawsuit, managers and customers continually made lewd comments to female employees, such as requesting they wear lower-cut shirts. A lot of workers were also touched inappropriately.

Multiple employees complained about the harassment, but management did nothing to stop it. In some cases, workers' hours were cut because they complained. Others felt they had no choice but to quit.

Pacific Fun Enterprises will pay \$255,302 in damages.

Info: bit.ly/harassment544

■ Company hired women over men, faces \$165K payout

The EEOC issued a costly reminder that sex discrimination can go both ways.

Northern Arizona Orthopedics, a medical provider in Flagstaff, AZ, was sued by the EEOC for rejecting qualified male applicants.

The company consistently hired female candidates over more qualified male candidates, the EEOC said in the lawsuit.

When a male employee complained about this practice, he was retaliated against. This is a violation of the Civil Rights Act.

Northern Arizona Orthopedics agreed to settle and will pay \$165,000 in monetary relief. The company also entered into a consent decree, which prohibits discrimination and retaliation in the future.

Info: bit.ly/discrimination544

Experts give their solutions to difficult workplace problems

HR professionals like you face new questions every day on how to deal with workplace conflict and employment law. In this section, experts answer those real-life questions.

How can Daylight Saving Time affect compensation?

Q: If we have employees working overnight as we turn the clocks back an hour, how do we properly pay them?

A: Daylight Saving Time can cause some compliance hiccups for employers with nonexempt workers, says employment law attorney Maria Greco Danaher of the firm Ogletree Deakins.

If your employees are in the middle of a shift at 2 a.m. on Nov. 3 when the clocks are set back to 1 a.m., you'd have to pay them for that extra hour.

To avoid this issue, employers can adjust schedules and have workers end before 2 a.m. or start after the clocks get turned back to 1 a.m.

Remember that this extra hour can also count toward overtime. Working from 1 a.m. to 2 a.m. twice counts as two hours in a workweek, which could potentially lead to employees exceeding 40 hours in a workweek.

What's the right way to handle a whistleblower?

Q: We had an employee come to us with a pretty serious allegation concerning potential fraud. What's the best way to proceed?

A: There are many state and federal laws that offer protections to whistleblowers, so you must proceed very carefully, says employment law attorney Meg Campbell of the firm

Ogletree Deakins.

First of all, it's important to do everything you can to keep the identity of the whistleblower anonymous. This can sometimes be difficult – if the whistleblower names a specific person, it could be easy for colleagues to figure out who reported it.

But the most important thing is to thoroughly investigate the whistleblower's claim.

Be prompt and thorough, be as transparent as possible, don't make promises you can't keep and take proper steps to address the findings of the investigation.

What are ways we can avoid making the same bad hire?

Q: We've had a few hires not work out recently – what are some strategies to ensure we don't keep hiring the same type of candidate?

A: It's tempting to want to replicate current employees, but turnover means it's time to try something new, says recruitment expert Dr. Deena Brown.

Consider ditching your applicant tracking software, as it may weed out great, different candidates.

Also, have a panel conduct interviews with a list of set questions, and warn managers against asking leading questions – let the candidate do most of the talking.

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

EFFECTIVE COMMUNICATION

■ Battle burnout: 3 ways to tell workers it's OK to take a break

There's no denying that employee burnout is rampant – 96% of millennials report burnout affects their everyday life, and nearly half of working adults miss work due to feeling drained.

To tackle this issue, it's essential for HR and managers to work together to shift work culture. Employees need to know the company supports a healthy work-life balance and self-care.

Boundaries and breaks

Here's how author and CEO Tracy Lawrence says leaders can shift employees' mindsets to avoid burnout.

1. **Address it head-on.** A lot of managers assume if an employee is struggling with their workload, they'll say something. But many workers are hesitant to admit they're overwhelmed for fear they'll appear to be lazy.

If you bring it up on a regular basis though, an employee will feel much more comfortable letting you know when they're burned out.

2. **Make boundaries well known.** A lot of burnout happens when employees feel like they always need to be on the clock – whether it's preparing for that meeting tomorrow or replying to a weekend email.

Let your people know they aren't expected to work or be available after business hours.

3. **Carve out breaks.** A lot of overworked employees don't take proper lunch breaks, so carve out some time specifically for relaxation.

For example, you could host an afternoon happy hour once a month to send the message that you encourage employees to kick back and relax every once and a while.

Another option would be adding extra vacation days or the ability to work remotely.

Info: bit.ly/burnout544

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 created a social work culture**

We were lucky to have a lot of hard-working employees. Most of them would come in every day, put their heads down and focus.

While this made everyone highly productive, it also created a quiet, anti-social work environment.

A silent office can occasionally be a good thing, but it can also negatively impact morale if it's like that all the time.

We knew a lot of our employees

were more introverted and had grown used to the quiet, so we decided to try some small changes to liven things up.

Chance to let loose

We didn't want to interrupt people or force them to socialize if they didn't want to, so we started by setting up snacks and games in the breakroom.

Just having some activities in a common area allowed employees to take breaks and let loose a little bit. This created natural socialization

between co-workers.

We've also started welcome breakfasts for new employees on their first day.

It allows everyone to get to know each other so the new hire can immediately start forming relationships with colleagues.

We'll also check on each other, too. If someone seems particularly quiet, we'll send them an IM and make sure they're not overwhelmed.

(Amanda Flee, HR director, Wellnecessities, Shreveport, LA)

**REAL
PROBLEMS,
REAL
SOLUTIONS**

2 **Perked up workers with free housing**

We began noticing a disparity in satisfaction between our hourly employees and those in management.

We had an associate of the month program, but it needed a lift. We began thinking about how we could make it more impactful.

We started running a new associate of the month program called "Work Hard, Live Free." Every month, one employee is spotlighted.

At the end of the year, there's a

companywide party for the program, and one employee is selected to win free housing for a year.

There's typically no cap on the program. If somebody moves and their rent or mortgage is higher, we pay it.

Strategy to recruit, retain

We're trying to take care of everybody. And if you're an hourly associate and all of a sudden your rent is taken care of for a year, that's a pretty big deal.

The program was a big step in our effort to recruit and retain employees, and it's gone over really well.

Morale has gone up and so has employee satisfaction among both hourly associates and those in management.

Managers are now more involved than they were before, and hourly employees are working harder than ever. So the people who end up winning this perk are really our best.

(Rick Takach, CEO, Vesta Hospitality, Vancouver, WA)

3 **Found a tech tool to communicate benefits**

We had a communication problem. Though we offered a slew of benefits, our employees either weren't taking advantage of them or were unaware of them.

So we started looking for a communications tool – one that we could add to over time – and found a tech firm to help us roll out a platform online and on an app.

First, we focused on health and wellness and gave employees access to their insurance cards, info on their

providers, healthcare coaching and the ability to refill prescriptions.

That got great engagement, but the numbers really jumped when we started adding other HR components for workers – viewing their paycheck, looking at their schedule, changing their address, viewing travel info, etc.

1,000% increase in utilization

Our folks wanted everything in one place. The result? Massive engagement. Plus, utilization of preventive screenings has increased roughly 10%.

And after adding more HR components, we experienced a 1,000% increase in utilization overall.

It's also helped employees better understand their benefits because they can't miss the information on the app. It's very accessible.

The key to our success in rolling out a tech platform was to first identify company priorities, then find a partner to service those needs.

(Matthew Harmon, VP of benefits, compensation and HR, AutoZone Inc., Memphis, TN)

Microsoft, General Mills best companies for dads

A lot of employers are increasing support and benefits for working parents, but here are the top places for dads, according to *Working Mother* magazine.

Bank of America, General Mills, Microsoft and Johnson & Johnson all topped *Working Mother's* 2019 Best Companies For Dad list. These employers offer fathers benefits such as paternity leave, adoption leave, childcare options and phase-back-to-work programs.

Working dads seek support just as much as working moms. Studies have even shown that when fathers have flexible work options, mothers' mental health is likely to be better.

Info: bit.ly/workingdad544

Employees want work-life synergy, not balance

True work-life balance seems more unrealistic by the day, and workers recognize that.

A new survey by 15Five reveals that employees simply want work-life synergy: A fulfilling personal life bolstered by an equally fulfilling work life that makes workers feel supported, engaged and meaningful.

Instead of focusing on giving

staff more time *away* from work, employers might want to make their time *at* work all the more rewarding.

Info: bit.ly/synergy544

One-fourth of CA firms must add women to boards

Thanks to a new California law, public companies are required to have at least one female board member by the end of 2019.

And according to research done at Clemson University and the University of Arizona, 28% of California companies aren't yet in compliance with the recent state law.

The enactment of this law could be the beginning of a trend in other states. Both New Jersey and Washington have expressed interest in passing a similar law.

Info: bit.ly/CAlaw544

Lighter side: Oops! The worst work email slip-ups

There's nothing quite like the panic of hitting send on an email, only to realize you forgot a key detail or made a typo.

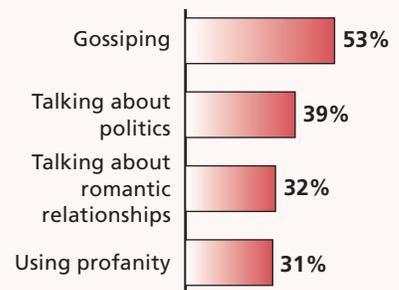
Hopefully you've never encountered anything as cringe-worthy as these mistakes:

- "I sent a job application to my

WHAT COMPANIES TOLD US

Crossing boundaries

What co-worker behavior makes employees most uncomfortable? (More than one response accepted)



Source: Udeemy

Workplaces are becoming less formal, but this can lead to boundaries blurring. For example, nearly half of employees feel pressured to accept social media friend requests from colleagues.

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

(now ex) boss."

- "I emailed the boss asking what he was making me for dinner (he has the same name as my husband.)"
- "I sent a test email saying 'TESTTESTBORING' to 20,000 contacts."
- "I accidentally replied to all, complaining about the idiot who kept replying to all."

Info: bit.ly/mistake504

Sharpen your judgment...

THE DECISION

(See case on Page 2)

No. The company lost when Ron's case was sent to a jury trial. It's now facing a lengthy legal battle or a costly settlement.

The company argued Ron wasn't disabled, and therefore wasn't entitled to an ADA accommodation like shortened shifts. It was impossible for Ron to leave his post early in case of emergencies, the company said.

While the court said the ADA doesn't require employers to give accommodations to non-disabled employees, the company's "reaction to such a request can support an inference that an adverse employment action was

motivated by associational discrimination."

In other words, Ron was associated with a disabled person – his daughter. And based on Frank's reaction to his accommodation request, including his comment about Ron leaving personal problems at home, the court ruled Ron's termination could've violated the ADA.

■ Analysis: Think before reacting

As this case demonstrates, even non-disabled people could experience discrimination under the ADA.

When an employee requests an accommodation, even if you think it's unreasonable, the best course of action is to respond sensitively and explore all avenues before deciding on the request.

Cite: *Kelleher v. Fred Cook Inc., U.S. Ct. of App. 2nd Circ., No. 18-2385, 9/24/19. Fictionalized for dramatic effect.*

Employees were happy with our open enrollment process: Here's why

■ *Ninety-six percent said the communications were useful*

When we decided to overhaul our employee benefits package, we knew how we communicated the changes would make or break the overall success of the move.

To complicate things even further, we decided to roll out the changes during our open enrollment.

As hectic as that time was, we also knew it was the best opportunity to showcase our new benefits strategy. In the past, we sent out one communication at open enrollment crammed with 15 different messages.

But before we could focus on the communication materials we'd use, we needed to come up with a format everything would follow.

Communication essentials

We decided everything benefits-related had to be:

- Straightforward – We'd be as honest as possible using plain, everyday language.
- Conversational – All materials would strive for a friendly, approachable tone.
- Engaging – Materials would explain benefits as if we were talking face-to-face with employees, and
- Positive – We'd create energetic and fun materials.

With our tone firmly in place, we needed to decide how we wanted to get benefits info to employees.

One of the major tools we relied on was a company-specific benefits magazine titled "Barking About Benefits" (we're in the pet business).

Eye-catching posters

Each issue of the magazine focused on a different aspect of our employee benefits.

For example, the well-being edition included a worksheet aimed at helping employees get the most out of a doctor's visit.

In addition, we distributed postcards that included bite-sized info on a variety of topics (like required benefit notifications, FSAs, etc.), and we created eye-catching posters about some lesser known benefits, such as our employee assistance program (EAP).

We also offered enrollment guidelines to help with benefits selection (done through a benefits enrollment website).

Then we created our own barcode (via *the-qr-code-generator.com*), which is easy and free, to connect employees to online benefit videos that they could view on their computers or smartphones.

The benefits overhaul was an overwhelming success. How are we so sure? Our workers told us.

'Easy to read'

A post-open enrollment employee survey found that 93% of our employees agree that our new communication helped them understand their benefits. Eighty-seven percent said the communications were easy to read, and 96% said they were useful.

But one employee's quote seems to sum up everything the best: "The materials were absolutely fantastic compared to previous years. I really understood my choices for this one."

(Julie Adamik, former director of benefits planning and design, Petco, as presented at the 2019 Mid-Sized Retirement & Healthcare Plan Management Conference in Nashville)

■ 4 talent management keys to retaining good people

Great employees want to work hard, and they want to be recognized for that hard work.

And to do their best work, they need to know exactly what they're responsible for and how they'll be judged on their efforts.

When good workers don't know these things, they'll leave for an employer that can tell them.

Performance overview

Retaining good people starts at the very first step: Hiring.

To start, candidates will want a detailed description of the position you're considering hiring them for.

Even during the initial interview, candidates should get an accurate idea of what to expect from the job.

That includes work schedule, overall responsibilities, job priorities and accountability. Make sure they also know how their responsibilities might shift to support changes.

Once they're on board, share company information regularly so employees understand how they contribute to the big picture – and so they can be thinking about how to improve workflow and procedures.

Practice these 4 keys

1. **Communication.** One of the most useful strategies for retaining top performers is asking for their input.

2. **Rewards and recognition.** Employees who do a good job each day view recognition as verification that their performance matters.

3. **Flexibility.** If appropriate, meet with top employees and devise a plan tailored to meet their motivational factors.

4. **Nurturing growth.** Finally, managers who excel at engaging and retaining high-performing staff are the ones who develop detailed short- and long-term growth plans for each employee.

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.

Competition is trying to poach top manager: How can HR get her to stay?

The Scenario

HR manager Stu Capper was just about to dig into his chicken salad sandwich for lunch when a knock at the door interrupted him.

"Hey, Stu," said manager Blair Anderson as she stepped into Stu's office. "Bad time?"

"Not at all," Stu said, putting away his sandwich for now. "Have a seat."

"Thanks. I needed to talk to you about something right away," Blair said. "I got a call from one of our biggest competitors with an offer to work for them."

Better offer

"What?" Stu asked. "I didn't even know you were looking for a new job."

"I wasn't," Blair replied. "This kind of just came out of nowhere."

Stu sighed. "I can't believe our

competitor is trying to poach you," he said.

"I met a few of their people at the last trade convention I went to," Blair explained. "We hit it off. Maybe that's what sparked all of this."

"So, what are you going to do?" Stu asked. "To be honest, you're one of the best managers we have. It would hurt to lose you."

"And I like it here," Blair said. "But their offer was a lot more than I get here. I wanted to run the situation by you and get your thoughts."

"Obviously, we want you here," Stu said. "But I'm not sure we can bump up your salary at all."

"I'd prefer to stay," Blair said. "But I have to do what's best for me and my family."

If you were Stu, what would you do next?

start doing more to retain our top talent.

Reason: If we can't match the new offer, it looks like it's too late to hang on to Blair. We need to make sure we put our best retention strategies to work so nobody else jumps ship in the future.

3 HR manager from a media company in the Northeast, name withheld upon request

What she would do: I'd ask Blair if there was anything other than a pay increase that would get her to stay. She mentioned her family, so maybe flex time or the ability to work remotely would appeal to her. We also could try and compromise on the pay raise – maybe we could gradually increase Blair's salary over a certain time period so we don't break the budget.

Reason: If you ask them, employees will tell you what they want. Hearing and understanding their needs is essential to retaining good workers. Willingness to explore unconventional options – like the gradual salary increase – shows Blair how valuable she is to us.

QUOTES

Always remember that you are absolutely unique. Just like everybody else.

Margaret Mead

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

Charles R Swindoll

A positive attitude causes a chain reaction of positive thoughts, events and outcomes. It is a catalyst and it sparks extraordinary results.

Wade Boggs

Through a long and painful process, I've learned that happiness is an inside job – not based on anything or anyone in the outer material world.

Alana Stewart

A friend is someone who gives you total freedom to be yourself.

Jim Morrison

What lies behind you and what lies in front of you pales in comparison to what lies inside of you.

Ralph Waldo Emerson

Reader Responses

1 Maryann Morgan, HR director, Mountain Comprehensive Health, Whitesburg, KY

What Maryann would do: I'd check with our benefits manager and see if we could offer Blair any added perks or benefits she's not currently receiving.

Reason: If we can't match the salary, let's focus on areas in which we *could* offer Blair more. Oftentimes there's more wiggle room with benefits than with salary. You can't underestimate the value of certain perks, either. Maybe flex time or extra vacation days would be more important to Blair than a higher paycheck.

2 Angelique Lerma, HR partner, Arcadia Inc., Vernon, CA

What Angelique would do: Since the company making the offer is one of our biggest competitors, I'd check to see if we had Blair sign a non-compete. If so, I'd enforce it here with a gentle reminder. If not, I'd take this as a clear indication we need to