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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.

How 2020 will reshape HR's role: 5 trends to watch for

■ *Company culture, diversity will be top priorities*

With 2019 winding down, HR pros are all wondering what new workplace trends 2020 will bring.

Well, look no further! The experts at Glassdoor have answers for you in their Job & Hiring Trends for 2020 report.

Here's what Glassdoor says you can expect to see in the new year:

1. **AI will play a bigger role in the workplace.** Between apps to schedule meetings, chatbots for customer service and software to sift through candidates, experts are predicting the use of artificial intelligence to increase greatly in 2020.

Many companies are already using AI in some form or another, but in

the new year, Glassdoor is predicting management will be taking advantage of it – specifically to help perform routine tasks such as scheduling, budgeting and communicating.

For example, some managers are using AI to help coach employees in real-time. Software can offer instant help or suggestions to employees, or give immediate feedback to sales and customer service staff.

This form of AI can guide employees without managers physically having to be there.

2. **Culture will become the focus of**

(Please see HR's role ... on Page 2)

Court vacates healthcare religious exemption

■ *Federal judge overturns Trump administration rule*

The Trump administration's rule that would've permitted federally-funded healthcare workers to refuse to perform certain procedures due to religious beliefs has been overturned by a federal judge in New York.

Procedures healthcare pros can't recuse themselves from due to religious or moral objections include abortion, sterilization and assisted suicide.

HHS lacked authority

In his opinion, Judge Paul Engelmayer ruled that the U.S.

Department of Health and Human Services (HHS) didn't have the authority to enact this rule, which would've gone into effect Nov. 22.

The court said HHS overstepped when it tried to put a penalty in place for anyone who violated the rule – a complete loss of HHS funding.

This rule isn't the Trump administration's first attempt at stricter religious exemptions – earlier this year, it tried and failed to let doctors opt out of the ACA's contraceptive mandate.

Click: bit.ly/rule546

HR's role ...

(continued from Page 1)

the hiring process. In 2019, a lot of employers became aware of just how important a good company culture is. In 2020, more progress is expected to be made.

With a culture-first mindset, business leaders will be focused on employee engagement now more than ever before.

What's responsible for this shift? For one, candidates are getting smarter about doing research on companies before accepting offers – and they won't go somewhere employees are miserable.

But mostly, companies can clearly see the positive effects a healthy culture has on their employees and business overall. Financial performance improves, innovation goes up, and it's far easier to attract and retain top talent.

Here are some of the key values

Glassdoor says contribute to a great culture:

- collaboration
- diversity
- innovation
- integrity, and
- respect.

3. Diversity and inclusion will become a priority. Between the #MeToo movement and the shocking lack of diversity in C-suites across the U.S., employers will certainly be keeping diversity top of mind in 2020.

In fact, a recent Glassdoor survey found that 64% of companies are investing more in diversity and inclusion efforts now than they were before. And between August 2018 and August 2019, job postings targeting diverse candidates rose 30%.

Diversity and inclusion initiatives are nothing new, but employers are now putting money into specifically recruiting and retaining diverse talent. Another key element to success in this area is getting leaders and managers on board, from the top down.

4. Employers will see more baby boomers in the workforce. Nicknamed the "gray wave," more people over the age of 65 will be working and actively job hunting next year. Over the next 10 years, 61% of the 65-plus workforce will postpone retirement and keep working.

What's behind the rise of the boomers? They're healthier and also want the additional income more than previous generations.

5. Job searching will happen on mobile devices. People use their phones for everything from shopping to dating to looking for jobs. And candidates today want a quick and easy way to apply.

In 2020, employers will see the importance of streamlining application processes and making them mobile-friendly. No one wants to miss out on all the talent that's ditching their desktop computers and searching for employment on the go.

Info: bit.ly/trends546

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.

■ Was 'old-timer' fired for performance issues or age?

HR manager Lynn Rondo was browsing through holiday cookie recipes online when company attorney Eric Bressler walked into her office.

"Should I make snickerdoodles or sugar cookies for the holiday party?" Lynn asked him.

"Definitely snickerdoodles," Eric replied as he sat down. "But the cookies will have to wait. Daniel Desario is suing us."

Didn't meet goals

Lynn sighed and closed out of her recipe tab. "Daniel's termination was completely legitimate. We set goals he knew he had to meet and he didn't."

"Daniel is saying that he was really fired for his age," Eric said. "He thinks we purposely gave him impossible goals so we could get rid of him."

"How could we be biased against his age?" Lynn asked. "In fact, we had many younger candidates to pick from, but we hired Daniel. He just didn't work out."

"Apparently there were a few incidents with his manager," Eric explained. "Daniel claims he was called 'old-timer' a few times. And he saw an email where the CFO said he was seeking out some 'young sharks' to bring on."

When Daniel sued for age discrimination, the company fought to get the case dismissed.

Did it win?

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

HR MORNING'S

What's Working in
HUMAN RESOURCES

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When is it OK to ask employee what meds they're on? Court weighs in

■ Worker says over-the-counter meds responsible for positive drug test

If employers receive a positive drug test result for an employee, they have to proceed carefully.

But a recent case shows under which circumstances employers can request more medical information from a worker due to their test result.

Amphetamines in system

Richard Turner worked as a crane operator at Phillips 66 Company in Oklahoma. During his employment, Turner was subjected to drug tests both randomly and after incidents.

A random drug test revealed Turner had amphetamines in his system. Turner's doctor explained the result was due to him taking over-the-counter Sudafed, but the company still fired Turner.

He sued, claiming a violation of

the ADA. Turner said his drug use was lawful, and the company made impermissible medical inquiries by asking about his prescriptions.

But the 10th Circuit sided with the company. It said asking Turner about his medications after the positive drug test results wasn't an impermissible medical inquiry, and "should not be considered a medical examination."

The company was within its rights to request more information, the court said, as Turner's performance may have been impacted.

Despite this employer-friendly ruling, companies should only ask employees to disclose prescription medications if there's a solid legal reason, such as a potential safety risk.

Cite: Turner v. Phillips 66 Company, 10/16/19.

Court: Firing employee for potential future disability doesn't violate the ADA

■ Company said obese worker might pose a safety risk

The ADA prohibits employers from discriminating against someone with a disability or someone with a perceived disability.

But do protections extend to employees likely to develop a disability? Not so much.

Perceived as disabled?

Ronald Shell worked at Burlington Northern Santa Fe Railroad Company for 33 years. When new leadership took over, every employee had to reapply for their jobs.

Shell was offered his job, contingent on a medical examination. While his exam showed no current health conditions, Shell had a BMI of 47.5. The company had a policy

that anyone with a BMI of over 40 was in danger of developing a health condition such as diabetes or sudden loss of consciousness.

The company argued that Shell's potential to develop one of these conditions made it unsafe to give him the job. Shell sued for disability discrimination, claiming the company violated the ADA by perceiving him as disabled.

But the court disagreed. It said the ADA protects people regarded as having an impairment, not those likely to develop one. An employer's fear that a worker may have a disability in the future doesn't violate the ADA.

Cite: Shell v. Burlington Northern Santa Fe Railroad Co., 10/31/19.

■ Resort to pay \$2.6M for national origin discrimination

When new managers created a hostile work environment for employees of Hispanic heritage, leading to firings and demotions, the EEOC taught them a costly lesson.

According to an EEOC lawsuit brought against La Cantera Resort and Spa in San Antonio, management mistreated and was verbally abusive to 25 Hispanic banquet employees.

When employees voiced concerns about a rule forbidding Spanish to be spoken on the grounds, they were replaced with non-Hispanic personnel. This is a violation of the Civil Rights Act.

La Cantera will pay \$2.6 million in damages. A consent decree includes revising policies regarding the use of languages other than English in the workplace, and providing employee training on their rights.

Info: bit.ly/discrimination546

■ Company owes \$40K for harassment, retaliation

The EEOC issued a pricey reminder that some things should never be said at work.

A lawsuit filed by the agency said that supervisors and employees of Eagle United Truck Wash LLC's Milton, PA, site repeatedly harassed their only African-American employee with racial epithets and insults.

He complained to management, and when the harassment continued, he approached management again and was fired, which violates the Civil Rights Act.

The company will pay \$40,000 in relief to the truck washer. Additionally, a consent decree requires training on federal anti-discrimination laws and reporting to the EEOC on the handling of harassment complaints.

Info: bit.ly/racialharassment546

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 we ensure our job ads aren't discriminatory?

Q: We've heard a lot about companies getting in trouble for using language in their job postings that isn't inclusive. How can we make sure our postings aren't discriminatory?

A: As a general rule, employers should avoid language that would discourage someone from applying to a job because of a protected class, says employment law attorney Michael Blum of the firm Foster Swift Collins & Smith PC.

Suggesting a preference for a certain race, age or gender can get you in trouble. For example, avoid phrases like "young and energetic," "new college grads" or "able-bodied workers."

Another thing to be careful about is word-of-mouth recruiting. The EEOC warns employers that asking a non-diverse workforce to recruit new hires can be discriminatory, since that'll often result in a pattern of non-diverse hires. It's a good idea to only use your current employees' connections if you have a diverse bunch.

What do we need to know about co-working spaces?

Q: We have a remote workforce and we've been thinking about occasionally using a co-working space. Are there any risks?

A: There are a many benefits to using co-working spaces, such as a cheaper price tag than an office rental. But there are some

potential issues that can arise, warn employment law attorneys Cheryl Pinarchick and Jennifer Scully of the firm Fisher Phillips.

The most important thing employers should do is set some ground rules for co-working space etiquette. Ensure that your employees know anti-harassment and discrimination policies still apply – this includes having clear reporting methods.

Another thing to be wary of is unauthorized access to confidential info. Co-working spaces increase the risk of breaches.

Are English-only policies legal in the workplace?

Q: Can we forbid our employees to speak a foreign language while they're working?

A: Generally speaking, yes, you can have an English-only policy, says employment law attorney Christopher Bacon of the firm Vinson & Elkins LLP.

You can require employees to speak English while on the clock if there's a business need or if you want to avoid conflicts with employees who may think colleagues are talking about them in another language.

However, to avoid discrimination claims, make sure employees know they can speak any language they want during breaks and at lunch.

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

EFFECTIVE COMMUNICATION

■ Ex-employee sent a 'vent letter': How to respond

When you terminate an employee and they leave quietly without incident, you may think that'll be the end of it.

But "vent letters," messages in which ex-employees air all their grievances, are becoming increasingly common – and it's important to know how to respond.

Take complaints seriously

A few old employees might just want to get some things off their chest, but others may raise some serious issues that need to be addressed.

Here's how employment lawyer Adam Bartrom of the firm Barnes & Thornburg says you should react:

1. **Take complaints seriously and identify legal risks.** You should treat these letters as if they were formal complaints raised in an exit interview. The ex-employee may even offer some helpful insights or suggestions. It's also important to be on the lookout for any potential legal problems raised, such as harassment, discrimination or retaliation allegations.

2. **Investigate and document.** If an ex-employee brings up something that needs to be looked into, save the letter and launch a well-documented investigation. Make sure your managers know to send vent letters with serious complaints to HR.

3. **Respond to letters with a PR mindset.** Remember that anything you say could end up in court, so respond carefully and follow the usual policies. For example, does your company typically respond to social media comments or Glassdoor reviews? If it does, reply to a vent letter in the same polite, professional way.

It's important to note that employers can avoid most vent letters if terminated employees are given the opportunity to speak their minds during exit interviews.

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 **This end-of-year morale booster always works**

The closer we get to the end of the year and the holidays, the less people want to be at work.

But we need our people to be focused and productive through the rest of the year and into the new one.

Not only do we want our employees engaged, but we also want to take some time and reward them for all their hard work.

After all, employee appreciation is essential to morale and engagement.

So we came up with the perfect way to accomplish both goals.

The never-ending lunch

Toward the end of the year, we started throwing a celebratory long lunch for our staff.

We set up a delicious spread, and the lunch lasts for two or three hours. We don't watch the clock during this time – everyone can take as long of a lunch as they want.

There's also games set up so employees can sit back and have some fun.

We offer prizes to the winners to encourage some friendly competition.

The beauty of this is people can come and go as they please, spending as much or as little time as they want.

Our people really look forward to this fun way to unwind around the holidays, and it's had a positive impact on morale.

Not to mention, it gets our entire building together, so workers can talk to colleagues they don't see as much.

*(Denise Reynolds,
HR manager, Siskiyou
Telephone Co., Etna, CA)*

**REAL
PROBLEMS,
REAL
SOLUTIONS**

2 **Getting all on the open enrollment bandwagon**

Held over a two-week period, open enrollment at our company can be a bit of a challenge.

This year, there's a new voluntary elective benefit to bring to everybody's attention, as well as new HR software that's unfamiliar to our employees.

Employees often come into my office and ask, "What elections did I make last year?"

Then, there are the one or two procrastinators who wait until the

absolute last minute to review their benefits election choices.

This is the time when HR managers become the most important person in the building.

Be there to help

Even though our website makes things easy, I'll help employees having a hard time finding the elections that they forgot about since last year.

I remind procrastinators that if they don't enroll, they won't have health insurance for the next year –

a situation nobody wants to be in.

I'll call them into my office, if I need to, and ask if there are any problems keeping them from enrolling. I'll explain anything that's unclear and ask if there's anything else we can do to assist them with open enrollment.

We've never had anybody fall through the cracks with open enrollment, and I'm proud of that.

*(Denise Masulli, HR manager,
Amphenol Spectra-Strip,
Hampton, CT)*

3 **How we stay on top of succession planning**

Over the next 10 years, 40% of our company's workforce is going to turn over. A lot of it's because people are getting closer to retirement age.

That's why each week, I dedicate time to work on the company succession plan so we're prepared for when that happens.

Where we find talent

My company believes in inside promotion as much as possible. Our

goal is to have our employees move up the ranks. If we need to, we'll offer training to help make that happen.

For example, one future need we'll have is for linemen. To prepare now, we budget time for on-the-job training for them. Employees start as apprentices, and after learning the ropes, begin working their way up to "first-class" status.

We have sources outside of the company as well. Our local community college has an Electric Line Construction Academy. Their graduates come to us with knowledge and some experience.

Through a partnership with the school, we offer a scholarship for veterans each year. Cultivating and maintaining this relationship has been incredibly valuable.

In a pinch, we can hire contractors or employees from temp agencies.

We work hard to have all these options available to us now, so when people do start retiring, we have plenty of promising talent at the ready to replace them.

*(Barbara West, HR manager,
South River Electric Membership
Corporation, Dunn, NC)*

'OK, Boomer' is an age-bias lawsuit waiting to happen

Millennials and baby boomers are constantly at odds with each other – but a recent internet retort that's spreading like wildfire can actually spell legal trouble in the workplace.

The phrase "OK, Boomer," a sarcastic reference to someone's age and unawareness, could actually constitute a hostile work environment under the Age Discrimination in Employment Act (ADEA) – which protects employees over 40.

So if you hear any employees using this phrase against your older workers, it's best to take it seriously – or your office boomers could have a strong age bias claim against you.

Info: bit.ly/OKboomer546

Study: Employers need to negotiate more than salary

Heads up, employers. According to a recent survey by Robert Half, prospective employees are looking for more than a negotiable salary.

Forty percent of workers reported they'd reject a job offer if the company was unwilling to negotiate other job aspects, such as training opportunities, benefits and remote work capabilities.

The good news is, the majority

of employers (98%) are willing to negotiate these things – something that's important in the current competitive hiring market.

Info: bit.ly/negotiate546

McDonald's sued for sexual harassment by 50 workers

Following the abrupt exit of its CEO, McDonald's is in hot water once again after a new class-action lawsuit accuses the fast food giant of having a "culture of sexual harassment."

With over 50 charges of sexual harassment currently pending in the courts, a Lansing, MI, franchise is the latest to face very serious allegations.

While most McDonald's restaurants are owned by franchisees, the lawsuit is claiming that corporate has failed to address the "systemic sexual harassment."

Info: bit.ly/mcdonalds546

Lighter side: This office prank went horribly wrong

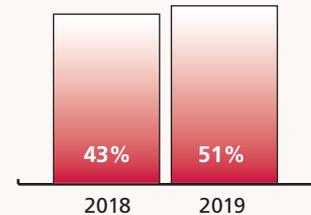
While Jim was always pranking Dwight on *The Office*, here's a good reason why real workplaces shouldn't imitate fictional ones.

At an office in Iowa, it was well known that one particular employee was deathly afraid of spiders.

WHAT COMPANIES TOLD US

Sexual harassment reports

How many harassed female employees reported the behavior to HR?



Source: Fairygodboss

Despite the increased awareness, almost half of all harassed women aren't speaking up. Forty-one percent say they keep quiet because the harasser is a direct supervisor, and they fear retaliation.

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

To see how scared she really was, a colleague put a fake, furry spider on the woman's shoulder one day.

Due to bad eyesight, the woman saw the spider and thought it was real. She screamed, peed herself and promptly quit.

For retention's sake, it might be best to put a stop to all pranksters before they scare off your top talent.

Info: bit.ly/spider546

Sharpen your judgment...

THE DECISION

(See case on Page 2)

Yes. The company won when a court dismissed Daniel's case.

Daniel's attorney argued the "old-timer" comment and the CFO's preference for "young sharks" showed the company was biased against Daniel's age, and his alleged performance problems were just an excuse to fire him.

But the court disagreed. It said the company had clearly set performance metrics for Daniel to reach, and he failed to do so. There was clear documentation supporting the reason for Daniel's termination.

The court went on to say that the "old-timer" comment

was just a stray remark. As for the CFO wanting to bring on "young sharks," the court determined that was unrelated to Daniel's firing – the CFO was talking about hiring for a junior sales position.

■ Analysis: Document, document, document

What really saved the company in this case was its strong documentation – it had solid evidence to show Daniel's performance issues were why he was let go.

At the same time, comments such as "old-timer" have caused trouble for companies in the past. It's important to remember that even a few offhand comments about someone's age, race or gender can sometimes be enough to demonstrate bias.

Cite: Downey, Bonner v. Adloox Inc., U.S. Dist. Ct. of App. 2nd Circ., No. 18-3521, 10/24/19. Fictionalized for dramatic effect.

We reinvented our onboarding: Why every employee must attend

■ *New hires, veterans and managers all go through program together*

It's no secret that onboarding often gets overlooked and lumped together with a new hire's orientation.

Onboarding programs often fail because there's no real accountability and no one in charge of them. Too often, it's viewed as a "check the box" item and nothing more.

With this in mind, we took a closer look at our onboarding process and saw some issues.

The first was that many existing employees didn't have a ton of knowledge about the company in general or the role they played in the grand scheme of things.

Another problem was that new hires' managers were often in charge of their onboarding ... but weren't sure what to do.

3 key elements

To address this, HR got together and designed a completely new framework for onboarding.

We really focused on ensuring the process extended far past first day orientation, and involved everyone in the company – not just new employees.

We came up with three key elements of our new program:

- **New-hire orientation:** This is typical first day information for new hires, including an official welcome and a rundown of basic company operations.
- **Department-level onboarding:** This is where new hires meet their colleagues, learn how their department contributes to the company's overall success and understand how the team operates.
- **All Aboard:** This event is for every employee to attend. New hires and veteran employees get to mix and

mingle in a natural setting. It's a great way for people to meet higher-ups they don't run into every day.

Trained our leaders

Once we had a solid plan that everyone could follow, we got managers and leaders involved – because it truly does take a village to successfully onboard new hires.

We let managers know that while we designed the process, they were the ones who'd run it and be held accountable.

Not every manager initially felt up to the challenge, so we developed a special leadership training program for them.

The training reinforced basic management fundamentals, directed participants to resources and tools, and sharpened leadership skills.

The big picture

Thanks to our revamp, both new and veteran employees are more engaged and happier.

New hires learn about their role in the company from the start, and current employees are reminded of how important they are to us.

Those who attend our All Aboard events constantly tell us how much they enjoyed meeting colleagues they don't normally run into, and learning more about the company's history and core values.

Everyone knows how they fit into the bigger picture now, and they're all better employees because of it.

(Dee Vitale, director of talent acquisition, Sage Therapeutics, as presented at the ERE Recruiting Conference in Washington, DC)

Case Study:
WHAT
WORKED,
WHAT
DIDN'T

■ Want to boost productivity? Try the 4-day workweek

Every employer knows how rampant burnout is. Workers are more stressed and exhausted than ever before.

Some companies are offering more PTO or remote work options to ease the burnout epidemic. But others are trying more radical solutions.

Microsoft decided to try out the four-day workweek in its Japan offices – a country notorious for overworked employees.

The results? Ninety-two percent of employees were more satisfied with the four-day week arrangement, and were 40% more productive.

Why it works

It seems strange that working eight fewer hours a week would result in more getting done – but here's the science behind it.

1. **Time constraints make it harder to procrastinate.** Some may think procrastination is simply a bad habit, but it happens to everyone due to an abundance of time. When employees have a deadline that's far away, the project will keep getting put on the back-burner. Having one less day in the week will force workers to plan ahead.

2. **Processes will be streamlined.** With only four days to get things done, people will be more mindful about scheduling unnecessary meetings – and there will be fewer distractions overall. Procedures that are superfluous will be eliminated to maximize workplace efficiency.

3. **High-intensity interval training works.** Research has shown that working hard for short periods of time can be just as effective, if not more so, than working over a long period of time. So, in theory, people working at a high intensity for four days would be just as productive than employees working at a medium intensity for five days.

Info: bit.ly/4days546

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.

New time-off policy will cause staffing nightmare: How can HR prepare?

The Scenario

All HR manager Stu Capper could do was stare blankly at the monitor screen.

This companywide email from corporate is unbelievable, he thought. In the new year, employees are going to have to use up their paid time off, plus all their 'legacy time off,' or lose it forever?

His thoughts were interrupted by the grumbling and cursing of department manager Don Shearer from down the hall.

"Stu, what the ...?" Don barked out, still sitting at his desk.

"Calm down, Don," Stu said, walking briskly over to him.

Adjusting to policy change

"I can already see this stupid vacation rule is going to be a scheduling nightmare

once we get to next December. Everybody's going to be taking off at the same time because it's 'use it or lose it,'" Don said.

"There are a couple ways around that problem, if you're proactive," Stu said.

"Celeste has been here longer than I have, and she's awesome," Don continued. "She gets four weeks' vacation, *and* she now has to somehow use up all seven days of vacation time that she carried over from previous years. Do the math: that's over five weeks' vacation we'll have to schedule next year.

"Celeste, and a lot of other people, are going to be very upset about their vacation time being taken away."

"I see your dilemma," Stu said. "Let me double-check those numbers, and we'll figure something out."

If you were Stu, what would you do next?

Reader Responses

1 Steve Chapman, HR manager, Paragon Geophysical Services, Wichita, KS

What Steve would do: I'd enforce the policy, while frequently reminding employees about the need to take their time off before it goes away. I'd make it a point to remind them in weekly meetings when everyone was gathered together.

Reason: I'd hate for someone to lose time off that they've earned. The constant reminders should do the trick and help prevent everyone trying to go on vacation at once.

2 Jerry Clark, owner, Entec Pest Management Inc., Bryan, TX

What Jerry would do: I'd encourage employees to take their time off and possibly ask management to consider making the policy more flexible. I'd also suggest paying employees for any unused time off.

Reason: While new in this situation, "use

it or lose it" policies are pretty common. I'd be very clear and tell our people they need to use their time off, even suggesting good times to do it. For example, if they've got a long month, they could use a day at the end of the month just to relax. Offering money for unused time is a good compromise, too – a lot of people would rather have that money for Christmas.

3 Todd Lofald, controller, Highlight Inc., Sparta, WI

What Todd would do: I'd ask employees to be mindful of the company's busiest times when requesting vacation. When those seasons are coming up, I'd give them as much advance notice as possible to put in time-off requests and to revise the dates if necessary.

Reason: Lack of planning leads to more people than you'd like taking vacation at the same time to get rid of their time off and to not lose it at the end of the year. In the future, we'd probably have to look into a more flexible vacation policy.

QUOTES

As long as you keep going, you'll keep getting better. And as you get better, you gain more confidence. That alone is success.

Tamara Taylor

For every minute you're angry, you give up 60 seconds of peace of mind.

Ralph Waldo Emerson

The key is to keep company only with people who uplift you, whose presence calls forth your best.

Epictetus

Take chances, make mistakes. That's how you grow. Pain nourishes your courage. You have to fail in order to practice being brave.

Mary Tyler Moore

We all have our time machines. Some take us back – they're called memories. Some take us forward – they're called dreams.

Jeremy Irons

Good judgment comes from experience, and a lot of that comes from bad judgment.

Will Rogers