

FEBRUARY 3, 2020

WHAT'S INSIDE

- 2 Sharpen Your Judgment**
Fired for undisclosed medical condition: ADA violation?
- 3 Employment Law Update**
'Where do you come from?' didn't prove national origin bias
- 4 Answers to Tough HR Questions**
Can we have a general confidentiality policy?
- 6 News You Can Use**
Minimum wage rising in 25 states and DC this year
- 8 What Would You Do?**
Employee reports harassment, but fears retaliation: How should HR stop it?

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.

Holding on to talent in a competitive job market: 3 keys

■ *How some firms are driving employees away*

Given the current job market, it's no wonder employees are considering all their options.

Though job-hopping – especially among younger employees – has declined in recent years, turnover is always going to happen.

A lot of it is inevitable – but it's also possible companies are unknowingly driving talent away.

Management mistakes

It'd be impossible to prevent every good employee from leaving, but according to TLNT editor and employment consultant John Zappe,

strategic management practices can help increase retention.

Here are three common mistakes employers make that lead to turnover, and how to avoid them.

1. **You have unrealistic expectations for your employees.** Committed and passionate leaders are a great thing to have at your organization. But often, these leaders expect all their employees to share their level of enthusiasm, which can cause problems.

Say you have some managers always taking on extra projects and putting in overtime. Is the expectation that

(Please see Talent ... on Page 2)

Changes on the way for EEOC after big year

■ *The commission saw '5 notable litigation developments' in 2019*

The EEOC ended 2019 strong, fighting workplace discrimination and closing out settlements at a high rate, according to a report by the law firm Seyfarth Shaw LLP.

But the report also suggested employers may see changes in “strategic direction” at the EEOC in 2020.

Bias, pay data & more

Seyfarth's report noted five major changes the EEOC initiated last year:

- LGBTQ bias reaching the

Supreme Court

- Limits set on regulating employers' use of arrest records
- Rejection of pre-emptive disability bias
- Joint-employment and temporary worker standards, and
- Pay data collection.

However, 2020 will see new EEOC appointees, meaning employers will better understand the strategic direction of the Trump administration.

Click: bit.ly/EEOC2020

Talent ...

(continued from Page 1)

their employees will do the same? It's one thing to ask that of a well-compensated executive, but it's not fair to put that expectation on a mid-level employee.

Too many hours combined with too little pay is a great recipe for jumping ship, with top concerns being stress, burnout and a decline in productivity.

The easiest way to address this would be to make a real effort to cut back on the amount of overtime hours your people are expected to put in.

If that's not possible, the next best thing would be to examine salaries to ensure everyone is paid fairly for their contributions. Most workers believe they're underpaid, and it turns out about 20% are right.

A greater emphasis on pay transparency can help, as can creating an environment where employees feel they're able to have honest

conversations about salary with their managers.

2. You aren't giving your employees opportunities to grow.

According to a Gallup poll, one of the most important aspects of a job for workers is having the chance to learn new skills.

Employees want the chance to develop professionally and do meaningful work.

If they don't understand how their work makes a difference, employees aren't going to feel that passion and drive. And without a strong sense of purpose, they'll go elsewhere – roughly one-third of employees leave a job due to boredom.

This is why it's crucial your employees understand not just how they contribute to the company as a whole, but how their work makes a difference in general.

Giving them new opportunities and investing in their professional growth is another great way to keep talent.

3. You aren't paying attention to how managers and employees interact.

It's often true that people don't leave bad jobs – they leave bad managers. And a PayScale poll shows one-third of resigning employees had issues with their bosses.

The biggest problem workers have with their supervisors? Being micromanaged. Fifty-nine percent of employees say they've been micromanaged, and out of those, 68% reported it decreased morale and 55% said it negatively affected productivity.

Pay attention to departing employees' managers. Who keeps leaving who?

Since micromanagers usually don't realize their tendencies, it's crucial to address this. Train your supervisors to coach and mentor their reports rather than being overly hands-on. If HR has honest conversations with managers about how they're doing, it'll pay off in the long run when fewer frustrated employees are jumping ship.

Info: bit.ly/turnover549

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.

■ **Fired for undisclosed medical condition: ADA violation?**

HR manager Lynn Rondo was looking over new job applications when she was startled by the vibrating of her cell phone.

Company attorney Eric Bressler's calling me on my cell? What could this be about? she wondered.

"Hi, Eric," Lynn answered.

"Hey, Lynn. I'm about to go into court. The new guy that we terminated because he was having panic attacks ..." Eric began.

"Rick Landis, you mean?" said Lynn.

"Right," Eric replied. "What doesn't look good is that anonymous caller who reported that Rick had bipolar disorder."

"It's true the ADA says qualified employees can't be fired because of a 'perceived disability'," Lynn said. "But that isn't the issue here."

Is it discrimination?

She continued: "We were hiring Rick for a high-stress position. So certain conditions – like anxiety and panic attacks – would be a safety concern."

"We would've hired somebody else if we'd known. He wasn't honest with us, and we let him go."

"I'll have to take a closer look at this," Eric said. "If he's a qualified individual under the ADA, we could run into trouble."

Rick sued for disability discrimination, 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

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‘Where do you come from?’ didn’t prove national origin bias, court rules

■ *Employee’s performance, not ethnicity, prevented her promotion*

There are certain interview questions that can get employers in trouble for discrimination, such as asking a candidate about their ethnic background.

But even when a company did that, a court ruled national origin bias wasn’t the reason a worker wasn’t promoted.

Middle Eastern descent

Sheida Hukman was a customer service agent for American Airlines when she applied for a promotion. During her interview, she was asked, “Where do you come from?”

Hukman is of Middle Eastern descent. When she didn’t earn the promotion, she sued for national origin bias, citing that question as proof.

The company denied that her ethnicity was the problem. It claimed the interviewer asked the question because Hukman’s resume wasn’t on hand, and they wanted more details about her past experience.

American Airlines also provided documentation including poor performance reviews and incidents Hukman had with co-workers to justify denying her the promotion.

The 3rd Circuit sided with the company. It said there were plenty of non-discriminatory reasons Hukman didn’t receive the promotion.

While the employer was off the hook, it’s important to note that asking questions like this can get you dragged into court.

Cite: Hukman v. American Airlines, Inc., 12/31/19.

Court: FMLA leave doesn’t protect employee who threatened co-worker

■ *Worker claims company retaliated against him for taking leave*

If an employee is out on FMLA leave, but does something considered grounds for dismissal, is it retaliation if you fire them?

According to the 3rd Circuit in this instance, no it’s not.

Incident on leave

Maurice Darby was an employee at Temple University in Pennsylvania when he took FMLA leave.

While he was on leave, Darby confronted a co-worker, called him crude names and threatened to “get him for what he did.”

The university terminated him, and Darby sued, claiming FMLA retaliation. He said since the incident

happened while he was on protected leave and not working, he couldn’t be fired for it.

But the 3rd Circuit disagreed. Temple had video footage of the incident and conducted an investigation, including interviews with witnesses.

The university concluded that Darby had violated company policy with his threat, which was grounds for termination.

This case reinforces that the FMLA doesn’t give blanket protections to employees who violate company policies, and violations can still occur while workers are out on leave.

Cite: Darby v. Temple University, 12/4/19.

■ **Company reduced pregnant worker’s hours, owes \$18K**

When a restaurant started treating a pregnant employee poorly and eventually fired her, the EEOC made them pay.

Maurizio Trattoria Italiana, a restaurant in Encinitas, CA, allegedly cut a pregnant server’s hours before firing her.

According to the EEOC’s lawsuit, a female server’s hours were immediately cut when she informed her manager of her pregnancy, which resulted in significantly less pay. After she gave birth, the restaurant didn’t allow her to return to her position, effectively firing her. This is a violation of the Pregnancy Discrimination Act (PDA).

The restaurant will pay the fired server \$18,800 in relief. Maurizio Trattoria also must revise its policies to be compliant with the Civil Rights Act and the PDA.

Info: bit.ly/IPDA549

■ **Pilot sexually harassed flight attendant, airline pays \$320K**

When one pilot sexually harassed a flight attendant online for years, the airline was on the hook for a big payout.

United Airlines, headquartered in Chicago, failed to put a stop to ongoing sexual harassment, according to an EEOC lawsuit.

Over the course of many years, a United pilot posted nude photos of a flight attendant online without her consent. The lawsuit alleges he put her personal information up along with the photos. The images were seen by countless co-workers and passengers, causing a humiliating, hostile work environment for the attendant.

United never took action to stop the pilot’s behavior, despite knowing what was going on.

The airline will pay \$321,000 in damages and must also revise its sexual harassment policies.

Info: bit.ly/harass549

Experts give their solutions to difficult workplace problems

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

Can we have a general confidentiality policy?

Q: When it comes to workplace investigations, can we have a policy requiring employees to maintain confidentiality in any and every circumstance?

A: The National Labor Relations Board (NLRB) recently made a decision about this. In a nutshell, yes, employers can generally require confidentiality from employees during workplace investigations.

In 2015, the NLRB ruled employers can't flat-out require confidentiality during investigations – it must be determined on a case by case basis because employees' Section 7 rights under the National Labor Relations Act (NLRA) could potentially be violated by a blanket policy.

However, the board recently overturned that decision. It said while a confidentiality policy may infringe on these rights, the chances of it are "comparatively slight" next to the importance of a proper investigation.

Are out-of-the-box interview questions really a good idea?

Q: We've been hearing about the benefits of mixing some out-of-the-box interview questions in with traditional ones. Is this a good idea?

A: A lot of hiring managers like the occasional oddball question, as it can demonstrate candidates' problem-solving skills and their ability to think on their feet.

But there actually are some legal reasons to be wary of these, says Lindsey Burke, senior consultant at PSI Services.

Out-of-the-box questions are good in theory, but could create compliance problems. As a general rule, every question asked in an interview should be directly relevant to the job.

For example, if a candidate doesn't receive the job due to their answers to strange questions, they can have a stronger discrimination claim.

What's the current state of marijuana legalization?

Q: A lot of states have legalized some form of marijuana use – what new bills and laws are on the horizon that we need to be aware of?

A: You're right to be cognizant of the changing marijuana laws, say the employment law attorneys at Epstein Becker and Green, P.C.

Illinois recently became the 11th state to legalize recreational marijuana use, and New Jersey and New York will likely be next.

A handful of states, including Florida, Indiana and Massachusetts, are considering enacting protections for medical marijuana users, preventing discrimination in the workplace.

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

EFFECTIVE COMMUNICATION

■ Need workers to participate? A little nudge should do it ...

Every time HR pros announce an exciting new benefit, program or policy, they often end up asking each other, "Why aren't our people signing up for this great new program we've introduced? How do we get them to act?"

Turns out, your employees might not be the problem – it could be the way you're delivering the message. Behavioral research is clear on this point, and just turning up the volume doesn't work.

If employees aren't paying attention to posters, emails or newsletters, putting up bigger posters, sending more emails or dropping newsletter copies on desks isn't going to help.

3 tactics that spur action

So what does work? Switching up your communication tactics, says Stephen Wendel, author of *Improving Employee Benefits*. Here are some of his ideas:

- **Change channels.** If employees aren't getting your message, figure out what they *are* paying attention to. If everyone uses a team messaging or project management app every day, put your deadline reminder on a splash screen that shows up when they open the app each morning.
- **Keep it simple.** Don't make people dig to the bottom of a haystack of info to understand what you're asking them to do. Present one clear, specific task and put that up front. If it looks confusing or difficult, people will put it off, says Wendel.
- **Try again.** There's nothing wrong with reminding people about needed action. In fact, researchers say simple reminders can be very effective. But try sending them on different days and at different times to improve chances of reaching employees when they aren't as busy.

Info: bit.ly/program549

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 Workers get personal & professional stipends

When I started this job three years ago, I kicked off my tenure with a listening tour about benefits.

By asking people what they wanted, it affirmed my belief that people like to have choices.

As our company competed for talent in Silicon Valley, we'd picked up a wide array of perks and benefits.

But they didn't allow for much individualization. We offered a gym stipend, for example, but this benefit

excluded some people.

We needed a way to consolidate our slew of benefits and somehow make them adaptable.

Every person's different. So I had to figure out how to serve the needs of 75 people when they're all very different.

Gives employees flexibility

So we divided benefits usage into two categories: personal and professional development.

Workers now receive

stipends for each area and have flexibility in how they use them.

Employees can use their personal development stipends for anything that helps them become better, such as a gym membership or even surf gear.

They can use the professional stipends to go to conferences or take courses related to their jobs.

Workers love choice. Because of that, utilization has gone way up.

(Katelin Holloway, VP of people and culture, Reddit, San Francisco)

REAL PROBLEMS, REAL SOLUTIONS

2 Addressing issues with 'the velvet hammer'

When giving employees negative feedback, many use the popular "sandwich" approach.

They slide one criticism between two positive notes in an effort to avoid coming off as overly harsh.

But that's not always an effective method. Employees tend to forget the criticism and walk away thinking they're doing great.

So, we opted to take a different approach to feedback, which we call

"the velvet hammer." It's soft like velvet and packs a punch.

A positive spin

Here's how it works.

We start with a friendly, "Got a minute? Great. I need your help."

Asking for help gets attention and creates sincerity. And you really do need their help to change a behavior that's causing issues.

Then we say, "I noticed [problem behavior]. I was wondering what's causing this, because it can't

continue." It's important to pause between each clause to let things sink in.

After that, we ask, "What do you suggest we do?"

People are most persuaded by their own words, and it steers the negative situation into a positive direction.

The approach is non-combative, empathetic and open-minded. It allows you to critique employees in an honest, constructive way that works to correct problematic behaviors.

(Joy Baldrige, president, Baldrige Seminars International, New York)

3 How we get entry level workers to stick around

At our company, our internship program is one of the top ways we find permanent talent.

Every year, we have about 30 college interns, and we convert about half of them into full-time hires.

In fact, we rarely hire entry-level employees who haven't gone through our internship program first.

We really value retention – we want our interns to stay with us for the long haul. So when more interns than usual decided not to join us full-

time, and when our entry-level people weren't staying long, we knew we needed to make some changes.

We took a closer look at what we could do better in order to retain our talented interns.

The long haul

Our interns were already paid well, but we decided to adjust our pay scale anyway. Instead of our usual 3-5% annual increase, we decided to follow a true pay for performance model, with 10-12% increases.

We also decided to develop a

strong parental leave policy. This wouldn't affect most young employees at first, but it's there for them eventually, which is very attractive to workers thinking about long-term careers with us.

Another perk we added was flexible hours and a remote option. These changes took some time and money, but ultimately paid off as we watched our retention really increase.

(Kristin Kerestman, early career program specialist, Avery Dennison Label, as presented at the ERE Recruiting Conference in Washington, DC)

Minimum wage rising in 25 states and DC this year

While the federal minimum wage remains stagnant at \$7.25, 25 states and Washington, DC, are increasing theirs in 2020.

Twenty-one states' new minimum wages went into effect on Jan. 1, but four states (Connecticut, Delaware, Nevada and Oregon) will see bumps later in the year.

Washington, DC, is set to increase the minimum wage to \$15 an hour on July 1 – the highest we'll see this year.

Here's a complete list of every state's new minimum wage and the dates they go into effect: bit.ly/minwage2020

IL: One-person bathrooms must be gender neutral

Attention Illinois employers: If your workplace has single-occupancy restrooms, you'll need to designate them as gender neutral.

On Jan. 1, The Equitable Restrooms Act went into effect, which requires all public buildings with one-person bathrooms to remove signage specifying which gender can use them.

If you haven't changed your signs yet, it's important you do so as soon as possible, since the act allows health inspectors to examine buildings to

ensure compliance.

Info: bit.ly/bathrooms549

AARP: Ageism is most rampant discrimination

According to recent research by AARP, age discrimination in the workplace is widespread and considered the "last acceptable bias."

The investigation found that age discrimination occurs in three major areas, due to "weak" legal protections:

- Job ads using language that targets younger applicants
- Misconceptions about older employees' tech skills, and
- Targeting older workers for layoffs due to false perceptions about contributions and salaries.

Info: bit.ly/agebias549

Lighter side: Don't look a gift BBQ sauce in the mouth

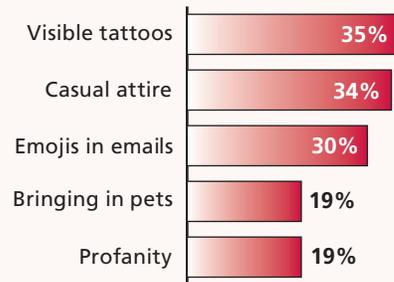
When it comes to gift giving, it's the thought that counts, right? Well, one employee criticized his company's holiday gift ... and got fired for it.

Hussien Mehadli worked for Canadian construction company Fastenal. In years past, holiday gifts included elaborate boxes of goodies. This year's present? A bottle of

WHAT COMPANIES TOLD US

Workplace Do's and Don'ts

What once problematic workplace behaviors are now considered more acceptable?



Source: Accountemps

Workplace norms are rapidly changing, and many things once considered taboo are acceptable. The reason? The bulk of managers (91%) say it's due to the younger generations now in the workforce.

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

barbecue sauce that retails for \$5.99.

Mehadli took to Twitter to express his disappointment, saying, "What kind of multi-billion dollar company gifts its employees barbecue sauce?"

Management wasn't pleased and later fired Mehadli for violating the company's standards of conduct policy. Looks like his tweet was just a little too saucy for their liking.

Info: bit.ly/bbqsauce549

Sharpen your judgment...

THE DECISION

(See case on Page 2)

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

Rick's attorney argued that the phone tip the company received changed the way he was treated in the workplace, and was the reason he was fired.

According to the ADA, it's just as illegal for employers to discriminate on the basis of a perceived disability – whether it exists or not – as it is to show bias against someone with an obvious disability.

But the court rejected the case because there wasn't enough evidence to prove the employer believed Rick had bipolar disorder.

The court ruled that a "significant history of anxiety and panic attacks" interfered with his ability to perform the job and was a legitimate reason for dismissal.

■ Analysis: ADA doesn't override employee safety

This case shows that while it's against the law to discriminate against qualified disabled employees, this employee's anxiety and panic attacks disqualified him from the job.

When the nature of a job disqualifies certain disabled individuals because it would compromise their safety and the safety of others, it generally doesn't violate the ADA to remove them from that position.

Cite: *Camoia v. City of New York, U.S. Ct. of App. 2nd Circ., No. 18-3473, 12/13/19. Fictionalized for dramatic effect.*

On-site health coaches help our employees fight burnout and stress

■ 60% of staff met or exceeded their health goals in 6 months

Our employees are under a great deal of pressure. They work long hours, they're constantly on their feet and they deal with a stressful environment as they help sick children and their families.

Stress is one of our top risk factors. We help our patients focus on behavioral and mental issues, but we needed that for our employees, too. We wanted to make sure they knew they aren't alone.

Started wellness journey

That's why we turned to a comprehensive wellness program to help our 16,000 employees deal with stress and fight burnout.

We started our wellness journey about a decade ago, but we've been adding components ever since.

We partnered with RedBrick Health to offer expanded wellness and health management services to assist each employee in achieving optimal health.

We now offer a variety of wellness programs, including:

- anxiety and depression coaching
- free on-site fitness centers
- financial counseling
- disease/condition care management, and
- mindfulness coaching and classes.

Boots on the ground

One of the most successful programs has been the on-site health coaching.

It's really boots on the ground – the coaches are there to listen to our employees about everything.

It's about going beyond healthy

food to focus on things like mental issues, energy management and stress resilience.

We also offer health coaching by phone to provide quick and easy sessions, scheduled via a mobile app, that can fit into their lives.

Sixty percent of employees who work with a health coach meet or exceed their health goals in six months or less.

We believe when employees are at their best, they're better able to take care of themselves, each other and the patients we serve every day.

Case Study:

**WHAT
WORKED,
WHAT
DIDN'T**

83% participation rate

Overall, the vast majority of our employees (83%) engage in our wellness program, and 50% of them participate in behavioral change

programs to address issues like sleep, nutrition and exercise.

In addition, we've seen a decline in employee stress risk from previous years, which we can attribute to this program.

Valued & appreciated

The positive measures that have been achieved are more important than simply saving our company money. It's not based on return on investment (ROI) and saving money on our health plan.

For us, it's the value and impact it has on our people. It's about having our employees feel valued, appreciated and cared for.

(Lauren Chestnut, wellness and work life program manager, Children's Hospital of Philadelphia, Philadelphia)

■ Easy hiring steps to avoid cultural mismatches

Nowadays, impressive credentials alone aren't enough to make a great candidate.

Perhaps more important than their skills is their ability to mesh well with your company and staff.

Unfortunately, predicting an applicant's future success with your company through just a few interviews is a shot in the dark.

Mistakes during the hiring process are often costly. And in the case of a poor fit, your company could end up compromising more than just money.

3 crucial practices

Carlos Reines, founder of RubiconMD, offers three hiring tactics to ensure that your next hire won't be a total culture mismatch.

1. Determine hiring metrics.

It's important to know what exactly your company is looking for in a candidate so you don't waste valuable interview time on unimportant topics.

Clearly define the ideal candidate at the start of the hiring process.

And don't just settle for the majority opinion – everyone should agree on the definition to ensure a fitting addition to the team.

2. Keep a scoreboard.

Personal biases are one of the biggest obstacles to a good hire. Shiny credentials, for instance, can distract you from warning signs.

Address this by scoring applicants on specific skills and criteria. That way, your hiring decision can be backed by objective numbers.

3. **Resolve differences.** When an applicant seems perfect except for one minor fault, it's tempting to just let it slide. However, that fault is sure to resurface in the future, possibly damaging culture.

If even one person has reservations about a candidate, resolve them before you make any premature decisions.

WHAT WOULD YOU DO?

Companies face competing agendas when dealing with their employees. They must find ways to inspire their people to excel, while controlling costs and staying within the law. Here we present a challenging scenario and ask three executives to explain how they'd handle it.

Employee reports harassment, but fears retaliation: How should HR stop it?

The Scenario

HR manager Stu Capper entered the building to find third-shift maintenance crew member Vijay Menon pacing around the break room area.

"Morning, Vijay. You're usually home by this part of the day, aren't you?" he said.

"I want to make sure everyone's gone," said Vijay.

"What do you mean?" Stu inquired.

Vijay sighed and said, "Look, I can take a joke, but lately the guys have been getting a little too personal.

"When they make fun of the way I talk, I can usually laugh and play along," Vijay said. "But they've started calling me insulting names and it really bothers me."

"I can tell you're upset," Stu began. "Let's go get a coffee and talk about what's

going on."

"I'm gonna have to start an investigation right away," he thought.

But don't tell anyone

"So who's saying all these things to you?" Stu asked, adding creamer and sugar to his coffee.

Vijay watched the steam rise off his cup. "I don't want anyone to get in trouble, Stu."

"I understand, but this is serious. Nobody should have to tolerate that at work," Stu said.

"Please don't make me fill out a report. It would make things awkward between the crew and me," said Vijay.

"Well the thing is, federal law says I have to take action," Stu replied.

If you were Stu, what would you do next?

Reader Responses

1 Lori Riebe, VP of HR, First Commercial Bank, Seguin, TX

What Lori would do: I'd tell Vijay that I'd try to keep what he said as confidential as possible, but that this still has to be documented and addressed.

Reason: Harassment is unacceptable. I'd reinforce that by asking Vijay if he'd want this to happen to somebody else – I'm sure the answer would be "no." Part of why an investigation is needed is to find out if anyone else in the company is also being harassed like this.

2 Debra Braddock, Controller, Harty Tractor Services Inc., Orange City, FL

What Debra would do: I'd follow what the company harassment policy says to do, interview all parties involved and document the process. If necessary, I'd make personnel changes.

Reason: Even a statement along the

lines of 'here's what happened, but I don't want to say anything' counts as notifying management about harassment, and some kind of response is required. Sometimes all it takes in these situations is sitting the involved employees down with the foreman, superintendent or vice president to educate them that some people don't appreciate being joked about that way.

3 Justin Browning, HR Director, Mountainland Technical College, Lehi, UT

What Justin would do: I'd tell Vijay that I need to investigate, and while I can never promise confidentiality, I'll do my best to handle this discreetly and professionally. I'd ask for his help in completing a full, thorough investigation so we can help not only him, but other employees who may be going through the same thing.

Reason: It's important to make sure the work environment is a safe and positive place for all employees. And even though Vijay doesn't want to file an "official report," he clearly is reaching out for help.

QUOTES

Nothing in life is to be feared, it is only to be understood. Now is the time to understand more, so that we may fear less.

Marie Curie

The most valuable possession you can own is an open heart. The most powerful weapon you can be is an instrument of peace.

Carlos Santana

We could never learn to be patient if there were only joy in the world.

Helen Keller

Friendship is the source of the greatest pleasures, and without friends even the most agreeable pursuits become tedious.

Thomas Aquinas

Logic will get you from A to B. Imagination will take you everywhere.

Albert Einstein

The future belongs to those who prepare for it today.

Malcolm X