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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.

Nix the trick questions! Why it pays to prep candidates instead

■ Giving out cheat sheets will help you hire better

Like many adaptable HR pros, you probably spent a lot of your recruiting efforts last year on the candidate experience.

Sites like Glassdoor make it easy for applicants to spread the word if an interview wasn't to their liking, so companies are being more sensitive to candidates' wants and needs throughout the hiring process.

- standardized interview questions
- training for hiring managers
- quicker application process, and
- mobile-readiness.

All of these improvements are great and necessary, but smart employers shouldn't stop there. Tweaks like the ones listed above are simply the first steps in a much bigger hiring transformation.

Covering the basics

Many have revamped the interview process. Here are the basic areas companies have improved:

- replying to all applications

Factoring in emotions

You may have a new, standardized interview process ready to go, complete

(Please see Candidates ... on Page 2)

Chipotle out \$1.3M for child labor violations

■ Mexican restaurant had 13,000 violations in 50 MA restaurants

Fast food giant Chipotle has agreed to pay a \$1.3 million fine for over 13,000 child labor law violations. The violations occurred in 50 different restaurants in Massachusetts.

The allegations include having teenagers work without the proper permits, late at night and too many hours during the week.

Knowing the labor laws

Chipotle's is the largest child labor law penalty in the state's history, and every employer can learn from it.

While a teenager may be glad to work additional hours, it's up to managers to ensure they don't.

Every state varies slightly, but here are some general guidelines to keep in mind for 14- and 15-year-olds:

- They can't work between the hours of 7 p.m. and 7 a.m.
- They can't work more than three-hour shifts on school nights, and
- They can't work more than 18 hours a week.

Click: bit.ly/laborlaws550

Candidates ...

(continued from Page 1)

with great communication all along the way.

But one thing your new process might not be taking into account: Every candidate is unique and will come into the interview with their own emotional challenges.

Most of your interviewees are going to be nervous. They may be trying to escape a bad work environment or they could be going after their dream job. Either way, that turns the interview into a high-stress situation.

Some great candidates just simply aren't the best interviewers. Their anxiety gets the better of them. They're thrown off by oddball questions or unexpected skills tests.

For a long time, the attitude with interviews has been to ask candidates tricky questions and see how well they can think on their feet. Interviewers sit across the table with the upper

hand, challenging stressed candidates to impress them enough to secure a second interview.

It's common practices like these that cause some experts to question why companies are still conducting interviews this way.

What if, instead of putting all of the pressure on the candidate, you help them prepare so they can perform their absolute best?

Candidate empowerment

Recruiting expert and co-founder of HR tech company Recruitee Perry Oostdam shares this line of thinking. He says hiring managers should stop using interviews to see how candidates "measure up" to their standards. Instead, the interview should be a conversation to find out what both parties want from each other.

And the best way to shift the interview balance and ease candidates' anxieties? Help them prepare. Oostdam calls this "candidate empowerment."

It might sound odd to give your candidate interview information, but it's really no different than a teacher giving a student a study guide before the big exam.

Oostdam suggests you share the company's core values ahead of time, so the applicant can know beforehand if they'd fit in with the culture.

If you expect your candidate to have well-thought-out questions during the interview, warn them ahead of time so they can really think about what they want to ask.

You can even give them a few sample questions or connect them with those who will be conducting the interview for clarification.

When you empower your candidates this way, it'll take some of the pressure off and allow them to put their best foot forward. If candidates feel like they can control the interview environment – and they have a say in what happens – you'll get a true sense of how successful they'll be in the role.

Info: bit.ly/empower550

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.

■ She was fired for fighting with alleged harasser: Retaliation?

HR manager Lynn Rondo was half asleep as she entered her office on a Monday morning. Before she could get settled, she saw company attorney Eric Bressler sitting across her desk.

"Eric! You startled me," Lynn said.

"Sorry," Eric said. "But it's an emergency. I need to talk to you about Georgia Simmons. She's saying we retaliated against her for reporting sexual harassment."

Didn't say it was harassment

"We fired Georgia because she violated company policy," Lynn said. "She got into a fight with a co-worker. We had no choice but to let her go."

"Apparently, she got into the fight with Jesse because he'd been sexually harassing her," Eric explained. "She wanted it to stop."

Lynn frowned. "Georgia mentioned in the past she had issues with Jesse, but she never told me it was sexual harassment."

"But she mentioned it after the fact?" Eric prompted.

"Yes," Lynn conceded. "But at that point, we'd already fired her. And I don't see why this matters anyway, since we also fired Jesse for his part in the fight! He won't be harassing anyone else."

When Georgia sued for retaliation for reporting sexual harassment, the company fought to get the case dismissed.

Did it win?

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

HR MORNING'S

What's Working in
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Professor fired for policy violation, not asking for ADA accommodations

■ *Illicit relationship with student was reason behind termination*

When a college professor was fired for having an inappropriate relationship with a student, the professor claimed her disability was the real reason behind her termination.

Here's why the university won.

Accommodated her for years

Kristin Naca was a poetry professor at Macalester College for several years. During her tenure, she was diagnosed with an illness that caused her chronic pain and fatigue.

She requested several accommodations from the college, including time off and help with her workload. After a lot of back and forth, the college granted her requests.

Several years later, a student reported Naca, claiming the two had

had a sexual relationship. The college fired Naca for violating its policy on student-teacher relationships.

Naca sued, claiming the college really fired her because it no longer wished to accommodate her disability.

She argued that her relationship with the student began *after* the student had graduated.

But the court sided with the college. It said the school had made accommodations through the interactive process for years.

Also, Naca admitted that while the relationship began after graduation, she'd made earlier sexual passes at the student. Naca had violated the college's policy, the court said, and her firing was justified.

Cite: Naca v. Macalester College, 1/16/20.

Two cops guilty of sexual harassment, only one fired: Court says it's not racial bias

■ *African-American officer committed more serious offenses*

A police department had a sexual harassment issue with two different state troopers.

And when the African-American officer was fired for his conduct and the white cop was not, the department ended up in court.

Key differences in harassment

Morris Johnson and David Johnson both worked as state troopers at the Ohio Department of Public Safety.

Both men sexually harassed women. David, the white officer, was allowed to keep his job. However, Morris was fired.

Morris sued, claiming he was fired because of his race. He cited his white

colleague as proof – David had the same job and was also accused of sexual harassment.

But when the court examined the differences in the harassment, it saw the two officers' situations weren't similar at all.

Morris's harassment occurred on duty, while David's did not. Morris also harassed intoxicated women and detained women, while David did not.

Since Morris's harassment was more severe, the court said, the police station was allowed to discipline the state troopers differently. The two situations were not similar enough to prove bias, it said.

Cite: Johnson v. Ohio Department of Public Safety, 11/13/19.

■ **Cost of refusing pregnancy accommodation? \$100K**

When a pregnant employee needed surgery and time off, a company simply replaced her, getting the attention of the EEOC.

According to a recent lawsuit, M&T Bank in Baltimore failed to accommodate a pregnancy-related disability. A branch manager informed her superior of her need for surgery and time off. While the employee was out, the bank replaced her.

When the employee was cleared to return to work, however, M&T Bank forced her to reapply for the position instead of reassigning her to one of many vacant positions. The company then refused to place her. This is a violation of the ADA.

M&T Bank will pay the employee \$100,000 in lost wages and damages. The bank will also enter into a consent decree, which requires policy changes for accommodating disabled employees.

Info: bit.ly/pregnant550

■ **Restaurant owes \$70K for pervasive sexual harassment**

A restaurant manager and owner was sexually harassing his employees, and the EEOC made him pay a steep price for it.

IHOP franchise Swami Pancake, located in Fort Lauderdale, FL, was sued by the EEOC after reports of constant sexual harassment.

According to the lawsuit, the owner of the restaurant repeatedly touched and stalked his female employees.

The owner would frequently ask out servers on dates and grope them in a storage room. When the employees refused his advances, he'd change their schedules and give them fewer hours.

Swami Pancake settled the suit and will pay \$70,000 to the victims. The owner is required to receive one-on-one harassment training.

Info: bit.ly/harassment550

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 do we know someone is a joint employer?

Q: What are the factors we need to use to determine if our employees have a joint employer that's liable for wages and OT?

A: The DOL recently published a Final Rule to determine joint employer status.

First off, the DOL clarified that a joint employer is a person who simultaneously benefits from the work an employee does, and acts "directly or indirectly in the interest of the employer in relation to the employee."

The DOL's Final Rule also provides a four-factor test to determine joint employment:

Does the potential joint employer ...

- hire or fire the employee?
- supervise or control the employee's schedule?
- determine the employee's rate of pay or payment method?
- maintain the employee's employment records?

Is alcoholism protected under the ADA?

Q: An employee shared that they suffer from alcoholism. Are they protected under the ADA?

A: Employees suffering from alcohol or drug addiction can qualify for ADA protections, but not in every situation, say employment law attorneys Robert Horton and Lymari Martinez Cromwell of the firm

Bass, Berry & Sims PLC.

Addiction isn't automatically considered a disability under the ADA – it must substantially limit a major life activity (such as work performance) to qualify.

A current or recovering alcoholic can be considered disabled, but to be protected under the ADA, they can't be current users of illegal substances.

If you determine your employee does have a qualifying disability, you may need to give them reasonable accommodations, such as a modified schedule to attend AA meetings.

How can we help our returning new mothers?

Q: We have several employees on maternity leave right now. What can we do now to help ease their transition back to work?

A: Communication is crucial for employees on maternity leave, says Becky McCullough, recruiting director at Hubspot.

One of the best things managers can do while workers are out on maternity leave is to keep a running list of major events and milestones that have occurred.

This way, when the new mother is back at work, you can give her the list to recap everything she may have missed.

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

EFFECTIVE COMMUNICATION

■ 4 keys to keeping your hiring managers on track

When it comes to hiring, HR pros and hiring managers share the goal of matching the best available candidates to positions compatible with their skill set.

The tricky part is working together to achieve it. What's the plan?

To reduce time-consuming back-and-forth during the search process, it's a good idea to establish what the hiring manager's looking for, if those expectations are realistic and what the challenges will be on the HR side.

Getting on the same page

To get the most out of an upcoming meeting with your company's hiring manager:

1. **Prepare for it.** Come to the meeting with relevant data to share about your industry, the talent pool for the position, salary averages and cost of living in the area. This demonstrates your business intelligence and may offer insight into the labor market the hiring manager hadn't considered.
2. **Ask questions and take notes on the answers.** Why is the position open? Is it new? How soon does it need to be filled? What are the responsibilities of this position? What's the culture of the department this job is in? What personality types would fit?
3. **Streamline the list of job qualifications.** If you think it's too long, have the hiring manager pare it down to the three or four must-haves. What are the minimum requirements and deal-breakers?
4. **Set expectations for each step of the hiring process.** What's a reasonable time frame for the hiring manager to review resumes? How long after that should qualified candidates be contacted for an interview?

Info: bit.ly/intake550

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 Better training, less hassle for everyone

Training employees on company policies and procedures is a big responsibility.

But considering how often things change or people come and go, it was nearly impossible to keep up with.

The truth was, I didn't have time to give employees detailed training whenever process changes occurred.

To help, I tried sending employees emails with instructions about changes that they could read in-depth

on their own time.

But that was a bust. Employees simply kept doing things the old way.

I needed a different approach.

Peer-to-peer learning

So, I asked my company to let me pull some of our top employees away for a short time to train their peers.

And it was a huge success!

Because employees were learning from their co-workers, they truly listened and absorbed the lessons.

Plus, these top employees were able to take more time to show step-by-step changes and really get down to the granular level with instructions.

Now, I'm no longer trying to rush through a general overview of process changes or sending written memos that won't get read.

This peer-based training method ensures everyone follows the most up-to-date procedures.

(Cathy Cox, operations training supervisor, Holly Frontier Refining, El Dorado, KS)

**REAL
PROBLEMS,
REAL
SOLUTIONS**

2 Reducing the stigma on mental health

We understand how important mental health is in the workplace.

Our company already offered an Employee Assistance Program (EAP) and connected employees to behavioral health services.

But we also wanted to help our employees with on-site resources.

Creating a safe space

We began offering yoga during the lunch hour and created quiet spaces

for meditation that include tools like a sound machine and diffuser. We also have access to relaxation apps.

Offering a way to reduce stress has really gone a long way.

Instead of stewing at their desks after getting off an angry customer phone call, employees can take a 10-minute time-out in the meditation space.

Studies show taking a short break after experiencing a stressful trigger can bring you back to speed much quicker.

Not only do we offer these resources, but we provide mental health training to managers so they can look for signs of someone struggling.

There's a fine line between invading someone's privacy and arming the manager with the right resources.

We want to ensure our workers feel protected and safe, and they have resources available for support.

(Courtney Moskal, wellness coordinator, Walsh Duffield Companies, Buffalo, NY)

3 Added perks (cheaply) to retain millennials

As we continued to adjust to the influx of millennials into our company, we needed to make changes to retain this large group, which made up 52% of our workforce.

Our turnover rate was 82%, so we needed to come up with new strategies and benefits.

We didn't have a huge budget, so we knew we had to be creative and resourceful.

First, we conducted a survey asking

our employees what they wanted. We gave them as many choices as possible – everything from disability insurance to pet insurance.

While we couldn't give them everything they wanted, we thought it was important to be transparent and tell them the results of the survey.

Cut turnover rate in half

Then we figured out how we could maybe repurpose something they wanted in a different way. For example, we couldn't afford student loan repayment, so we offered them

student debt consolidation, getting them a lower interest rate for loans.

They also wanted lower healthcare premiums, so we added a high deductible plan, and our health provider was able to give us a \$10,000 rider for accident and critical illness at no additional cost for us.

Our new strategy is working. We now have a 30%-40% turnover rate.

(Amber Gould, head of HR, Newegg, as presented at the 2019 Mid-Sized Retirement & Healthcare Plan Management Conference in Nashville, TN)

EEOC recovered \$70M from 2019 harassment charges

While the number of sexual harassment cases the EEOC has pursued declined slightly since the peak of the #MeToo movement, the agency is still earning high settlements for victims. In 2019, the EEOC raked in a whopping \$70 million.

The sexual harassment settlement amount has grown steadily over recent years, and is nearly double 2016's amount of \$40 million.

The number of sexual harassment charges filed with the EEOC has gone down slightly, but still about 10% of all complaints deal with harassment.

Info: bit.ly/EEOCstats550

NJ: Severance is a must for mass layoffs

Heads up, Garden State employers: New Jersey just became the first state requiring severance pay for employees let go in mass layoffs.

Gov. Phil Murphy recently signed this into law, which will go into effect July 19. It requires employees with 100 or more workers to give 90 days' notice of layoffs affecting 50 or more employees.

These employees must also receive one week's worth of severance pay for every year they were with the

company. Employers who don't inform employees of layoffs will be required to give them an additional four weeks of pay.

Info: bit.ly/NJlayoff550

Study: Most employees are lonely at work

New research from Cigna reveals the majority of employees – 61% – report feeling lonely at work. This number has increased since 2018, when 54% of workers felt this way.

Those most susceptible to loneliness are young employees, entry-level workers and telecommuters. Technology plays a big factor in this, as it's often used to replace face-to-face interaction.

The study found loneliness has a big impact on productivity, too. Lonely workers took twice as many sick days, missed five times as many days due to stress and were twice as likely to want to quit their jobs.

Info: bit.ly/lonely550

Lighter side: The quickest age bias trial in history

When a 55-year-old employee got fired for his performance, he sued his company for age discrimination.

The company argued there were several issues with the terminated

WHAT COMPANIES TOLD US

Employee surveys

Do you conduct employee satisfaction surveys and follow up on results?

61% Conduct surveys

75% Follow up

Source: *Emplify*

It's great that most employers conduct employee surveys, but it's crucial that everyone who conducts them follows up with results. Not doing so can create mistrust within the workplace.

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

employee, including attitude problems and consistent job errors.

But what really secured a victory for the employer? The worker's replacement was six years *older* than him!

In the court's statement, it simply said the plaintiff "failed to show he was replaced by someone younger."

Case (quickly) dismissed.

Info: bit.ly/37joc7S

Sharpen your judgment...

THE DECISION

(See case on Page 2)

Yes. The company won when a judge dismissed Georgia's case.

Georgia's attorney argued that the fight she was fired for never would've happened if the company had taken action against Jesse when she first complained about him.

Firing Georgia for the fight was retaliation for her complaint, the attorney said.

But the court disagreed. It said Georgia didn't file a sexual harassment complaint against Jesse, so the company was unaware of his behavior – there couldn't be sexual harassment retaliation if no complaint existed.

The court went on to say that, regardless of her issues with Jesse, Georgia violated company policy, so her firing was justified. Jesse was also fired for his part in the fight, which was further proof Georgia's termination was justified.

■ Analysis: Look into every complaint

While the company came out on top, it could've avoided the lawsuit if it had looked deeper into Georgia's first complaint. Even though she didn't specify it was sexual harassment, some more questions on HR's part could have brought the problem to light.

However, the company did the right thing by firing everyone involved in the fight – as policy dictated.

Cite: *Jackson v. Kansas City Kansas Public Schools Unified School District No. 500*, U.S. Ct. of App. 10th Circ., No. 19-3094, 1/7/20. *Fictionalized for dramatic effect.*

We revamped our benefits to put health and wellness top of mind

■ *New program is cost-effective, meaningful to employees*

When I joined the company four years ago, we were undergoing a major transformation.

As a mission-based nonprofit working to help kids everywhere grow smarter, stronger and kinder, we wanted to make sure our infrastructure and benefits reflected our mission and would support our efforts to create a more diverse and inclusive culture.

Looking at benefits holistically

At the same time, we were facing a steep premium increase for the single health plan that had been offered in the past, and we needed to investigate different solutions.

We can't necessarily compete on a cash basis with our for-profit competitors in terms of salaries or equity programs, so we needed to look at our compensation package holistically.

Because we consider benefits a valuable part of total compensation, we wanted a generous program that would help us attract and retain top talent.

Our workforce has a broad spectrum of needs.

Much of our staff has the medical and financial concerns of middle-aged people with family responsibilities.

But we also attract younger employees who don't use medical services as frequently and some older employees who are planning for retirement.

80% switched over

We had been offering only one health plan with in-network and

out-of-network components.

We added a second plan that was in-network only, and employees really embraced it.

Through our annual open enrollment, we migrated 80% of employees to the new healthcare option.

To provide even more choice for our employees, we added a third health plan that was a high deductible plan, along with a health savings account.

Case Study: WHAT WORKED, WHAT DIDN'T

Prioritizing health

We negotiated a wellness budget with Cigna, focusing on physical, mental and emotional health.

Now, our employees have access to:

- a 24-hour health information line
- support for healthy pregnancies
- support for healthy babies, and
- lifestyle management (weight loss, tobacco cessation, etc.).

More wellness options

We also offer activities like bowling, cardio workout Wednesdays, corporate races, dodgeball, yoga and a knitting club – all of which have been quite popular with our workers.

We even have an on-site quiet room for contemplation, where employees can disengage or re-center themselves during the workday.

We are committed to making sure our benefits package isn't just cost-effective, but meaningful to our employees as well.

(Diana Lee, executive VP of HR, Sesame Workshop, New York)

■ **Concern about coronavirus: Best workplace practices**

News of the dangerous coronavirus is spreading as rapidly as the disease itself, and it's no wonder a lot of employers are concerned, wondering how this could impact their workplaces.

The good news is, the CDC considers the current health risk to Americans to be relatively low. But it's still a great idea for employers to be well-informed and prepared.

The basics

The coronavirus, originating from Wuhan, China, is a pneumonia-like infection. Symptoms include fever, cough and trouble breathing. It can take two to 14 days after exposure for symptoms to appear.

Doctors aren't sure yet exactly how the disease spreads, but they suspect close contact combined with coughing and sneezing is how one can become infected. The CDC doesn't believe it will turn into a "highly infectious airborne" virus.

Business impact

So what does this mean for employers' daily operations? For one, there could be a travel impact. If you have any employees who visit China for business, encourage them to follow the same health practices they would to avoid the flu.

You may encounter employees refusing to go to China – however, under the federal OSH Act, they can only get out of it if there is a "realistic threat" present. It's a good idea to try and come up with an amicable solution, though.

Preventative measures

To be on the safe side, remind all employees to:

- wash/sanitize their hands often
- avoid touching their faces
- disinfect work areas often, and
- stay home when they're sick.

Info: bit.ly/coronavirus550

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.

Supervisor frustrated by consistent turnover: What changes can HR make?

The Scenario

As HR manager Stu Capper checked his inbox, the subject of an email from supervisor Doug Rauch read: "CALL ME ASAP."

Yikes, all caps? thought Stu as he looked up Doug's phone number.

He picked up. "Doug, just saw your email. Is everything OK?" Stu said.

"Stu, another one of these guys you sent me just quit and walked off the job," Doug said.

"Oh no, again?" Stu replied. "Who was it this time?"

"Joe Moran," Doug said. "I don't know if it's a millennial thing, or if something's wrong with how we're screening job candidates."

"I understand you're upset, but let's not

go down that road. All of the recent hires we've made were qualified and seemed like strong candidates," Stu said.

What's the real issue?

Stu continued: "I'm aware your department's been having trouble lately holding on to full-time employees longer than six months. Is there a problem with the manager?"

Doug took a deep breath. "All my managers hold their team members accountable if they're not doing what they're supposed to do. These younger guys lack a sense of personal responsibility, and that's when there's conflict," he said.

"Plenty of people in their 20s are hard workers. Let me make some calls and I'll meet up with you," Stu said.

If you were Stu, what would you do next?

Reader Responses

1 Mike Anderson, secretary/treasurer, Machine Service Inc., Green Bay, WI

What Mike would do: I'd do some research to get an idea of where the employees are going when they leave. I might talk to the managers, too.

Reason: If they're not working for us, could it be there's another business poaching them from us? I want to know if they're leaving because they're being offered a better salary somewhere else or if they're finding different jobs that they like better. We may have to consider new ways of improving employee retention. Also, getting the managers' side of the story could offer insight on why employees are leaving.

2 Michelle Braiden, benefits manager, Gamma Construction Co., Houston

What Michelle would do: I'd notify upper management and try to identify what the specific issues are.

Reason: In instances when an employee walks off the job, sometimes they call me and explain why they did it. Most often it's a miscommunication between supervisor and employee that turned into an argument. A lot of times it's because the supervisor didn't effectively communicate their expectations.

3 Jolie Eritano, HR manager, NMS Data, Laguna Hills, CA

What Jolie would do: I'd personally observe the work environment and consider reviewing and revising the company's onboarding process.

Reason: I want to see what the new hires are experiencing on the job. Then I'd ask them a day or two later how everything's going and if they had any questions. Maybe the managers need some pointers or training. I also want to know who's training the new hires. That initial experience could influence whether they're going to stick with the job. I'd ask the trainers for ideas on what would make our employees feel appreciated and want to stay.

QUOTES

It's your outlook on life that counts. If you don't take yourself too seriously, pretty soon you can find the humor in our everyday lives. And sometimes it can be a lifesaver.

Betty White

I have the simplest tastes. I am always satisfied with the best.

Oscar Wilde

A man who wants to lead the orchestra must turn his back on the crowd.

Max Lucado

Life is really simple, but we insist on making it complicated.

Confucius

Do the one thing you think you cannot do. Fail at it. Try again. Do better the second time. The only people who never tumble are those who never mount the high wire. This is your moment. Own it.

Oprah Winfrey

I have decided to stick with love. Hate is too great a burden to bear.

Martin Luther King, Jr.