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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.

Be the HR 'miracle worker' your boss dreams of: 4 keys

■ *Get executives to buy in to your ideas*

As the HR leader in your organization, you probably spend a lot of time thinking about how your company can better engage and motivate people, reduce turnover and develop leaders.

After all, that's your job.

Your organization needs your ideas to better manage the most expensive resource in almost every company: people.

Problem is, no matter how good your ideas are, HR pros can struggle convincing top execs to invest time and money in critical "soft" improvements.

This means ideas that would improve culture and engagement can

get left behind, leading to a lot of frustration on your end.

Speaking their language

Luckily, there are ways to convince execs that HR can have a lasting, positive impact on the organization.

Here are four tips to help you nudge them in the right direction, courtesy of the CEO of People Centric Consulting Group, Don Harkey:

1. **Hang on to your positivity.** Let's face it. It can be easy to let frustration and bitterness take over when company leaders refuse to listen to reason. But

(Please see Miracle worker ... on Page 2)

CA court: Apple violated wage and hour laws

■ *Company didn't pay employees for mandatory searches*

The California Supreme Court recently ruled that tech giant Apple must pay its employees for time spent on mandatory bag searches.

This decision came after a lawsuit challenging Apple's security policy, which says employees' bags and personal Apple devices must be searched any time they leave the store.

Off-the-clock searches

These searches were being conducted off the clock, and employees argued they should be compensated. The

California Supreme Court agreed.

The court pointed to several factors to prove this time was compensable. First of all, the searches could take anywhere from 20 to 45 minutes.

The court also said the searches were for the "benefit of the employer," not the employee. Apple tried to argue employees had the option of not bringing bags or personal Apple devices to work, but the court dismissed that argument as irrelevant.

Apple now must adjust its policy.

Click: bit.ly/apple552

Miracle worker ...

(continued from Page 1)

no matter how much resistance from the top you receive, it's important to exude positivity.

If you want your company to support your efforts, you have to, in turn, support the company. Start by leading your own team in a positive direction.

2. Develop your ideas with others. When you have a great idea you're passionate about, it can be tempting to develop it all on your own and present it to company leaders.

But to get others on board with your plan, it's crucial they feel they have a personal stake in it. So try not to create a program all by yourself. Engage top execs. Ask them questions and listen to their ideas.

Get the team involved so they can see why it matters and feel personally invested. Ideas that are created by the people within the company are more likely to be approved and embraced.

3. Avoid HR lingo. Sometimes it seems like HR pros communicate in their own language. This is only natural, but it can be limiting to use this lingo while communicating with those outside your department.

When pitching something to the CEO, you have to speak their language. Gear your presentation and word choices toward your audience, and you'll find they're much more receptive to the message.

That being said, it's crucial to understand the business side of your plans as well. HR knows the human side of operations forward and backward – it's time to emphasize the financial end if you want to get the C-suite on board.

4. Don't go overboard with the initiatives. With thousands of initiatives out there worth tackling, it's important you don't try to take on too many at once. Yes, they all might be extremely beneficial to your organization, but juggling too many ideas at once is a surefire way to get leaders to lose focus.

Instead of proposing idea after idea, present one common goal or framework. This way, all the initiatives that fall under the main goal won't seem so overwhelming or disjointed. Nobody cares about the individual parts of the car – they want to know what the car will do.

While speaking with execs, sell the car, not the parts. When you put in a new part or upgrade, focus on what it will do to help the overall machine.

When in doubt, ask yourself two important questions:

- "Why aren't my leaders embracing my ideas?" and
- "What am I doing that's keeping my leaders from embracing these ideas?"

If execs aren't listening to you, focus on changing the only thing you have control over: your own approach. This will not only increase the chance of moving your ideas forward, it will also improve your effectiveness as a leader.

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.

■ Is stray remark about 'old timers' enough to prove bias?

"Hey, Lynn. You wanted to see me?" employee Danny Cordray said as he walked into HR manager Lynn Rondo's office and sat down.

"Hi, Danny," Lynn said, a pained smile on her face. This was always the worst part of her job.

"Whoa, is something wrong?" Danny asked.

"I'm sorry, Danny," Lynn said, cutting to the chase. "But we're letting you go. Your performance hasn't been what it used to be, and you've violated several policies."

Manager wanted new grads

Danny stared at her, a frown forming on his face. "This is ridiculous! Let's not pretend my performance is the problem. We both know Greg is trying to force out all the older employees."

"What?" Lynn asked. "That's not true –"

"Just last month, Greg said he wished he could get rid of all the 'old timers' and replace them with new grads since they're so much cheaper," Danny said.

"I wasn't aware of that comment," Lynn said. "But it wasn't just Greg who wanted to let you go. Several other managers agreed with him. This is solely performance-based."

"Yeah right," Danny said, standing up. "I'll see you in court."

Danny sued for age discrimination, and the company fought to get the suit 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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Buddy-punching, not race, was reason for employee's termination

■ 'Offensive' comments weren't enough to prove discrimination

It's never good when offensive comments are made in the workplace.

However, one company avoided a racial bias lawsuit by following its own policies and procedures.

Multiple incidents

Victoria Eaglin, an African-American woman, was a receptionist for Texas Children's Hospital.

During Eaglin's employment, several supervisors made offensive comments regarding her race. One manager touched Eaglin's hair and asked where she bought it.

Later, that same manager asked Eaglin if she ate fried chicken and watermelon on holidays. Another hinted that the hospital wanted to replace her with a Hispanic employee.

After reports that Eaglin had clocked in for a co-worker who wasn't at the hospital, management conducted an investigation. It concluded Eaglin was guilty of "buddy-punching" and fired her.

Eaglin filed a lawsuit, claiming her race was why she was terminated.

But a court sided with the hospital. It said Eaglin was fired for a nondiscriminatory reason, and the hospital had followed the correct procedure by conducting an investigation into Eaglin's alleged misconduct.

The court agreed the comments were offensive, but in this case, they weren't enough to prove race was the reason Eaglin was fired.

Cite: Eaglin v. Texas Children's Hospital, 2/4/20.

5th Circuit: Staying awake is an essential job function – even for disabled employees

■ Diabetic employee wasn't entitled to ADA protections

Employers are required to reasonably accommodate disabled workers.

But what happens when that disabled worker can't do their job?

Couldn't perform essential duty

Charles Clark, a diabetic, was a personnel manager at Champion National Security.

He was caught sleeping on the job and was fired for violating the company's alertness policy.

Clark sued his employer for violating the ADA. He said Champion National Security knew about his condition and was aware he went to the hospital for treatment after he

fell asleep on the job. The company should've accommodated him, Clark said, and given him leeway with the alertness policy.

But the 5th Circuit sided with the company. It ruled that staying awake at work was an essential job function for Clark. Since he couldn't stay awake, Clark wasn't qualified to do his job.

Employers only have to accommodate qualified individuals under the ADA, the court said. Since Clark's disability prevented him from performing his job properly, he wasn't entitled to ADA protections.

Cite: Clark v. National Champion Security, Inc., 1/14/20.

■ Company allowed harassment to continue, owes \$200K

It's bad enough when sexual harassment occurs, but it's even worse when an employer knows about it and does nothing to stop it.

According to a recent lawsuit by the EEOC, Select Staffing in Albuquerque, NM, permitted pervasive sexual harassment to continue by failing to take action after several reports.

The EEOC alleges that multiple female employees were subjected to sexual comments about their bodies. Male employees frequently referred to them as "prostitutes" and "dumb broods," and threw objects at them to demean them.

When the harassed employees reported the conduct, Select Staffing did nothing to remedy the situation, the EEOC said.

Select Staffing settled the lawsuit and will pay \$199,500 in relief. The company also agreed to a consent decree requiring it to review and revise its sexual harassment policies.

Info: bit.ly/harassment552

■ Employer out \$25K for severe race-based harassment

When one employee experienced racial harassment so severe he was forced to quit, the EEOC stepped in.

Driven Fence, a fencing company outside of Chicago, was hit with a lawsuit from the EEOC after permitting a racially hostile work environment.

According to the lawsuit, an African-American employee was continually subjected to racial slurs. Ultimately, when his colleagues hung a noose in the workplace and dragged him toward it, the employee quit for his own safety. The worker's supervisor allegedly witnessed the incident and laughed, the EEOC said.

Driven Fence will pay \$25,000 to the former employee and strengthen its harassment policies.

Info: bit.ly/racialbias552

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 prohibit our drivers from having cell phones?

Q: Are we allowed to ban employees from using their cell phones while operating company vehicles?

A: While the NLRB has warned against flat-out employee cell phone bans in the workplace, the board recently made an important distinction for employee drivers.

The NLRB ruled that one company's policy prohibiting the use of cell phones while operating company vehicles didn't violate employees' Section 7 rights under the National Labor Relations Act (NLRA).

The board said the policy was created for safety reasons, and the company hadn't intended to prevent employees from taking pictures or recording their work conditions.

With this ruling, employers with concerns about distracted driving can create a policy prohibiting cell phones while driving company vehicles.

What's better: Phone call or email for FMLA use?

Q: Typically, when an employee wants to take a sick day, we require them to call in to let us know. Should we require the same thing for employees using intermittent FMLA leave?

A: While emails and text messages can be beneficial to document that conversation, the safer bet is a phone call, says employment

law attorney Tamara Devitt of the firm Haynes and Boone.

Over the phone, managers can ask the employee follow-up questions they may not be able to get into via text. A physical phone call ensures the message is received – texts and emails are too easily ignored.

Not to mention, it's also much easier for an employee to lie in writing than during a conversation.

If you choose to have a call-in policy, it's crucial you hold all employees to it consistently– you can't allow one person to text in and not another.

Are hemp and CBD products considered to be marijuana?

Q: Can we stop our employees from using hemp and CBD products for safety reasons?

A: The Department of Transportation (DOT) recently issued guidance on this, and there's a clear distinction between marijuana and hemp/CBD products.

Under the Controlled Substances Act, hemp and CBD products are not considered marijuana if they contain less than 0.3% of tetrahydrocannabinol (TCH). Employers can't prohibit workers from using those specific products for safety reasons.

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

EFFECTIVE COMMUNICATION

■ Breaking bad news: The best ways to deliver it

As seasoned HR pros, you've had to deliver your fair share of bad news. Whether it's announcing there's no money for raises or telling an employee they're being put on a PIP, these conversations are never fun.

But there are some ways to help staff be a little more receptive to the news.

Transparent, honest, supportive

Here are some tips from employee communications platform ALEX by Jellyvision on how to keep things running smoothly when you've got some bad news:

1. **Play it straight.** When the news you're delivering isn't good, don't try to soften the blow with vague assurances that there are bluer skies ahead. If you're wrong and things don't change for the better, employees will remember what you said and be even more upset.

2. **Don't mix good news with the bad.** You've probably heard of the "bad news sandwich," where the unpleasant message is slipped between two upbeat announcements. It's a marketing trick, and when it's spotted, it can make people feel like you can't be trusted. Just give your crew the facts and encourage them to come to you with any questions, whether at an all-hands meeting or one-on-one with you in your office.

3. **Be ready to help.** For some of your employees, the specific change you're making will be more of a burden for them than others. Put a plan together to not only talk those folks through the changes, but also suggest some concrete options that soften the blow, at least somewhat. No, you can't fix everything. But if employees can see you've thought seriously about their situation, they'll feel a little less anxious.

Info: bit.ly/badnews552

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 Developed training for our new workers

We hire a lot of young, entry-level employees. While I always appreciate their energy and enthusiasm, the downside is they don't have a lot of professional experience.

With a few of them, that showed in the way they talked on the phone. Some were using slang or just being far too casual.

Because we're representing our clients when we communicate with customers, it's crucial for our staff to have confident, professional-sounding

telephone voices.

This was a unique challenge we hadn't faced with our older employees.

We realized we had to develop a new type of training, specifically designed for our young new hires.

What needs to be said

Fortunately, professionalism on the phone is a very coachable skill. Just

like actors in a movie are given lines to guide them, we provide our young new hires with printed out

scripts to follow when they're on the phone.

The script includes talking points and important questions, all of which are in our professional tone.

With this training, coming across as articulate and knowledgeable on the phone becomes second nature. Soon, they no longer need the script.

Our new hires quickly become seasoned pros, and even help to guide the next batch of recruits.

(Jolie Eritano, HR manager, NMS Data, Laguna Hills, CA)

REAL PROBLEMS, REAL SOLUTIONS

2 How we handle special work accommodations

Ideally, we'd like to treat each employee equally and have the same expectations of everyone. But sometimes, that's not realistic.

Personal matters can get in the way of work, and we were facing that issue with one of our employees.

She came to us, explaining she wasn't able to come in on time anymore. She was a great employee and we didn't want to lose her, so we came up with an accommodation: working remotely in the mornings.

By letting her work at home, she was able to keep her job and take care of her personal business.

The issue, though? Her colleagues didn't know why she was allowed to do this, and they were upset.

Proved she got the job done

Everyone was asking why this employee could come in late while they couldn't.

Of course, we couldn't disclose the reasons behind her accommodation.

So, to ease people's concerns,

we proved she was still working very hard at home. We pointed to early timestamps on emails and

the high quality of her work. It helped people see she wasn't just sleeping in all these mornings.

We also made it known that if anyone else had a special circumstance, we'd be happy to talk.

Now, everyone is completely understanding of the arrangement.

(Karen Winship, HR director, Memorial Drive Presbyterian Church, Houston)

3 The next best thing to a pay raise

In the past, we'd tried to use perks, like raffles for tickets to sporting events, to boost morale and motivate employees. But they weren't really working for us.

We knew the one thing employees wanted most: money. Problem was, across the board pay raises weren't an option for us.

We had to find another feasible way to keep our employees happy and productive.

After bouncing a few ideas around, here's what we came up with: We could purposely schedule some employees to work overtime.

Overtime program

Now that may seem like a strange solution to the problem, but it made sense to us.

While we couldn't give everyone a raise, we could afford to pay some staffers a little more – if they worked for it.

Our thinking: If they had the extra time to give, we could handle paying

them time-and-a-half for it.

It didn't work for everyone. We did end up losing some staff who wanted straight raises.

But for employees looking to make a little extra, this overtime program was a big help.

What's better: Employees could see we were listening and trying to help.

And, ultimately, retention ended up improving because of this effort.

(Beth Lordi, HR executive, Loccisano's Golden Dawn, Ellwood City, PA)

Proposed NJ bill mandates harassment, bias policies

Keep an eye on this bill, Garden State employers. You may have to put a written nondiscrimination policy into place soon.

New Jersey Gov. Phil Murphy recently proposed this bill, which places an emphasis on preventing unlawful harassment and discrimination.

If passed, employers would be required to distribute the policy at least once annually. Along with sharing the information, employers would have to provide interactive training on unlawful harassment and discrimination to every employee.

Info: bit.ly/NJbill552

30% of employees scared to use flexible work options

A recent Deloitte survey revealed that almost one-third of employees worry that using flexible work options will hurt their careers. Workers cited a lack of trust from leadership and damage to professional growth as their top concerns.

Despite fears, the study found 82% have used flex options at some point, the most popular being flexible hours and working from home.

Leaders can help ease employees'

fears by embracing flexible work options fully and offering diverse arrangements to fit different needs.

Info: bit.ly/flexwork552

DOL focused on stopping forced labor in fashion

The Department of Labor (DOL) announced it's allocating \$22 million to help end abusive labor practices in the fashion industry.

Specifically, the DOL wants to combat the use of child and forced labor in clothing manufacturers.

With more than 100 billion garments being produced each year, the DOL estimates over 4 million children are being forced into labor.

The \$22 million is funding specific efforts such as:

- ending child labor in several African and Asian countries
- empowering vulnerable women and girls in South America, and
- informing South American workers of their legal rights.

Info: bit.ly/forcedlabor552

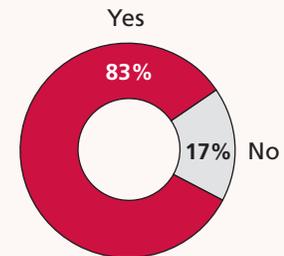
Lighter side: Here's one way to ditch your commute

A long, torturous commute can really drive workers insane. And sometimes it's so bad, they come up

WHAT COMPANIES TOLD US

Cover letters

Are cover letters still essential to your application process?



Source: ResumeLab

Despite evolving hiring practices, one thing still hasn't changed: the cover letter. Most HR pros want to see one, and it can help candidates land an interview, even with a mediocre resume.

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

with a very interesting alternative.

Just take a look at David Pike of Jersey City, NJ. He was tired of his 90-minute commute to and from work, when geographically he wasn't that far away.

His solution? A water route. Pike bought a jet ski and now takes that to get to work, cutting down his commute to a cool 15 minutes.

Info: bit.ly/jetski552

Sharpen your judgment...

THE DECISION

(See case on Page 2)

Yes. The company won when a court dismissed Danny's lawsuit.

Danny's attorney argued the company showed clear age discrimination after the manager's comment proved he had a clear preference for young employees. That comment, combined with Danny's termination shortly after, was enough to prove he was fired for his age.

But the court disagreed, saying the stray comment, in this case, wasn't enough to allow the claim to continue.

First of all, the manager who made the comment wasn't the sole decision-maker in Danny's termination – several

other managers agreed Danny should be let go, and none of them had been caught making biased remarks.

Also, the company had proof Danny violated policies, which was a nondiscriminatory reason for his firing.

■ Analysis: Stray comments can cause problems

While the company beat the lawsuit, there's an important lesson for employers in this case: Even small, offhand comments can lead to problems, so it's wise to always watch what you say.

If the manager had never voiced his preference for younger employees, the terminated worker never would've filed a lawsuit.

Cite: Perry v. State of Illinois Department of Human Services, U.S. Dist. Ct. of App. 7th Circ., No. 18-3577, 2/10/10. Fictionalized for dramatic effect.

Turnover dropped to almost zero after revamping employee benefits

■ *Now, we adapt benefits to meet evolving needs*

From the very beginning, we knew a second-rate benefits package simply wouldn't cut it for our people.

But even after a challenging, year-long strategic reinvention of almost every aspect of our business, we realized we'd left out a critical aspect.

We hadn't reinvented our employee incentives, career ladders and job descriptions to fit our new business focus and the demands on our team.

Create the best workplace

When our team finally took a breath after a year of rebuilding, it was clear we needed a fundamental review of how we communicated with, engaged, rewarded and developed our employees.

We'd designed and implemented a high-performance machine, and we could only succeed if it was powered by an exceptional culture, and unparalleled talent and commitment on the part of our team.

Our leadership knew we had to rebuild a strong culture of trust, understand how to attract and hang onto the very best, and align employees with our business objectives. We also had a larger mission: to help businesses worldwide create the best workplaces possible.

90% answered survey

The first step was to move away from top-down, crisis-driven communication and let the team tell us what was lacking that they'd need to excel in our reinvented company.

More than 90% of the team answered our survey and they were very clear: Employee satisfaction with reward, communication and involvement had all declined by

double digits.

Clearly, we needed a Chief People Officer (CPO) focused on creating and maintaining a world class workplace.

Our new CPO team went back to our incredible employees and asked a simple but profound question: "What do you want and need?"

Flexible platform and benefits

With that insight in hand, we implemented Reward Gateway – a powerful, flexible engagement platform that lets us continually adapt benefits to meet the evolving needs of a diverse workforce.

Since rolling out our Gateway platform, we've introduced more flexible hours and the option to work from home two days a week.

Increased paid maternity and paternity leave has enabled new parents to spend more time with their growing families.

We provide employees paid time each year to give back to themselves and their communities by volunteering or exploring new interests.

And our "Live a Dream" lottery funds once-in-a-lifetime experiences for one lucky employee a year.

Turnover dropped drastically

The challenge we'd faced was formidable. But the work we had to do to fix it was more than worth it.

Productivity soared, with sales up 50%. Voluntary staff turnover dropped to almost zero. And new stars joining our team credit the benefits program and the culture it nurtures.

(Ann Nadeau, chief people officer, Great Place to Work, Oakland, CA)

■ Get on the same page as Gen Z: 5 skills to focus on

Young employees make up a huge portion of the workforce, with Gen Z comprising 20% of it this year.

Every generation of workers is different and has its own unique set of preferences, and Gen Z is no exception. They're ambitious self-learners and tech wizzes, and tend to shy away from traditional styles of learning.

Communication and coaching

But don't panic! Gen Zers aren't that hard to figure out. Here's what employers should concentrate on to make Gen Z employees feel right at home, according to online learning platform Udemy.

1. **Communication.** Despite growing up surrounded by tech, Gen Zers like to communicate face-to-face. They also like to build strong relationships with their managers. Keeping this in mind, try to communicate with this group directly and authentically.

2. **Diversity.** Gen Z likes diversity of all kinds: race, gender, identity and orientation. Studies show a company's diversity and inclusion effort is a big factor for this group when deciding on a job offer.

3. **Mentoring.** Guidance, support and professional development are all top of mind for Gen Z. This group really wants opportunities for growth within their company. If you offer this, they're more likely to be loyal to you.

4. **Exploration.** Role-hopping is big for this group of employees. They like to explore other positions within their companies and see if they have any other interests they'd like to pursue.

5. **Productivity.** This generation knows how tough it can be to focus with all the technology we use today. Gen Zers would love support from their employers to help them stay focused and productive.

Info: bit.ly/GenZ552

Case Study:
WHAT
WORKED,
WHAT
DIDN'T

WHAT WOULD YOU DO?

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

Company wants to relocate, but workers aren't happy: Best way to convince them?

The Scenario

HR manager Stu Capper sat at his desk, sorting through various old files and trashing what he didn't need anymore.

"Hey, Stu. Got a minute?" Stu looked up to see department manager Helen Lang at his door.

"Sure, Helen," Stu said. I'm just trying to get a jump on the move by getting rid of the excess clutter."

"That's actually what I wanted to talk to you about," Helen said. "It appears we have a problem. A lot of my employees don't want to relocate."

Overwhelmed

"Really?" Stu asked, frowning. "I was really excited about the idea. Lord knows we could use a brand-new, updated workspace.

And it's only 15 minutes down the road. I thought that was pretty reasonable."

"I did, too," Helen responded. "But my people pointed out that fifteen minutes in rush hour traffic is going to end up being a lot longer."

"True," Stu said. "But still. Some companies relocate to new cities. The pros outweigh the cons here, I think."

"I agree," Helen said. "But the idea of a move seems to be overwhelming a lot of people. And I see their point – packing up years' worth of stuff and hauling it across town won't be fun."

"Do you think people are upset enough to look for a new job?" Stu asked.

"Some seemed to hint at that," Helen said. "I just wish there was a way to get everyone on board with the move."

If you were Stu, what would you do next?

worries about the actual move by showing everyone it's well-planned, and we're here to answer any questions.

Reason: Everyone's clearly overwhelmed, so the best thing to do is ease their fears with an abundance of information. Putting together an organized strategy will show everyone the move will go smoothly.

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

What she would do: I'd survey my employees to find out exactly what their main concerns were regarding the move. I'd have a meeting addressing those concerns, and we could try to come up with solutions together. For example, maybe we could allow for occasional remote work to appease those worried about the longer commute.

Reason: We don't want to lose our valuable employees, so it's essential we get them excited about the move. By addressing their concerns head on and offering potential solutions, we can show we're willing to work with them.

QUOTES

I shall allow no man to belittle my soul by making me hate him.

Booker T. Washington

Everything has beauty, but not everyone sees it.

Confucius

Never believe that a few caring people can't change the world. For, indeed, that's all who ever has.

Margaret Mead

One isn't necessarily born with courage, but one is born with potential. Without courage, we cannot practice any other virtue with consistency. We can't be kind, true, merciful, generous or honest.

Maya Angelou

The years teach much which the days never knew.

Ralph Waldo Emerson

This is all you have. This is not a dry run. This is your life. If you want to fritter it away with your fears, you won't get it back later.

Laura Schlessinger

Reader Responses

1 Arlene Kiel, HR director, Park Village Pines, Kalamazoo, MI

What Arlene would do: I'd meet with key people and department heads and get them on board with spreading a positive message regarding the move. They could stress to everyone how this means the company wants to better itself. And moving to a nicer building is proof we're doing well.

Reason: This is what's best for the company, and the decision is already made, so employees are going to have to get used to the idea. Enlisting help to spread the positive message could change attitudes.

2 Linda Pappajohn, HR director, Santora CPA Group, Newark, DE

What Linda would do: I'd put together an aggressive marketing strategy to really "sell" our employees on the idea of the move. I'd send out consistent communications about the move, including photos of the new space and a list of all its benefits. We could ease