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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.

Hiring woes: 3 reasons why candidates 'no-showed' you

■ *Is it them ... or is it you?*

We've all been there. You and your team are all set up in the conference room, ready to meet and interview a promising candidate.

But they're five minutes late. Then 20. Then you're forced to face the truth – you've been stood up.

Why is it happening?

Candidates "no-showing" has become an unfortunate trend lately. Not only is it frustrating, but it's holding your organization back from filling crucial positions quickly.

So, why does this keep happening? Patrick Cahill, founder of #twiceasnice

Recruiting, confirms that no-show candidates are pretty common throughout various industries. However, some employers experience it more than others.

Here are three ways companies could be inadvertently causing no-shows and Cahill's advice for addressing the issue.

1. Your hiring process took too long. In this job market, candidates have a lot of options and are most likely pursuing interviews with multiple organizations.

So if they don't show up for your

(Please see Candidates ... on Page 2)

CDC urges employers to embrace remote work

■ *Telecommuting can help slow spread of coronavirus, agency says*

If you don't have a remote work policy currently in place, the Centers for Disease Control (CDC) is urging you to create one now.

In a recent press briefing, the CDC said "now is the time" for schools and businesses to start doing whatever they can to slow the spread of COVID-19, otherwise known as coronavirus.

Potential high risk

The CDC acknowledged that the current health risk to the general public of the United States is relatively low,

but coronavirus poses a potentially high risk to public health worldwide.

The best thing for employers to do now is to prepare. The CDC says businesses should try to replace in-person meetings and travel with video conferences and phone calls as much as possible.

Employers without remote work policies should consider temporarily allowing employees to work from home whenever possible to help slow the spread of the virus.

Click: bit.ly/coronavirus553

Candidates ...

(continued from Page 1)

interview, chances are they've just gotten another offer and forgot to tie up loose ends with you.

This is why it's so important for the hiring process to move as efficiently as possible. A long, drawn-out process just increases the likelihood of another employer snatching up your great candidate.

Cahill says it can be almost impossible to sort through hundreds of applications in a short time period – especially while juggling everything else on your plate – but it'll really pay off to reach out to candidates soon after they apply.

A speedy reply right at the beginning of the hiring process is the best way to ensure other employers aren't developing strong relationships with talent before you do.

2. **You have some image issues.** Say you've got a few negative company reviews on Glassdoor. You might

not be overly concerned about a few disgruntled employees, but those reviews can have a huge influence on your candidates.

Cahill's research has found a correlation between poor company reviews and no-show interviewees. This is because almost every candidate will do a deeper dive into the company between the initial phone screening and the in-person interview.

The easiest way to combat this is to encourage happy employees to post positive reviews online to counter the negative ones. These can help put concerned candidates at ease.

Addressing negative reviews head-on during the initial conversation with the candidate can also reduce the risk of a no-show, especially if you share how you've worked to correct the issues at hand.

3. **You didn't sell them on the company.** The no-show often happens between the initial phone screening and the first in-person interview. Early interactions with the candidate are not only critical in assessing the person's skills, but in selling them on joining your company.

The best way to make your organization look good is having a quick turnaround between their application and setting up an interview. This shows you're interested in the candidate and you value their time, which is a major selling point.

During your interaction, be sure to tell the candidate about company growth plans, exciting developments, benefits and success stories. Another important thing: Make sure you have enthusiastic, friendly people representing your company from the very beginning.

It's impossible to prevent every candidate from standing you up, but if you act quickly and promote your company as a great place to work, you'll save yourself a lot of frustration and get your hands on more promising candidates.

Info: bit.ly/noshow553

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.

■ Worker got PTSD on the job, was fired: ADA violation?

When HR manager Lynn Rondo saw company attorney Eric Bressler walking towards her office, she tried not to groan.

"I can already tell you have bad news for me, Eric," Lynn said as he entered.

"Unfortunately, I do," he replied with a grimace. "Grace Strongman is suing us. She says we violated the ADA when we fired her."

Several work accidents

"This is absurd," Lynn replied. "Grace couldn't do her job anymore, plain and simple. She had to go."

"Let's go over what happened," Eric said. "Grace was involved in several work accidents, right?"

"Yes," Lynn replied. "And most of them were her fault – she violated safety policies and showed poor judgment."

"One wasn't her fault, though," Eric pointed out. "And she was injured."

"Grace got hurt and had PTSD after the accident," Lynn said. "She took some time off, but her doctor said she was unable to return any time soon. We had no choice but to let her go and replace her. She couldn't get the job done anymore."

"I understand why you let her go," Eric said. "But I can see how this looks like disability discrimination."

When Grace sued for an ADA violation, the company fought to get the case dismissed. Did it win?

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

HR MORNING'S

What's Working in
HUMAN RESOURCES

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Company failed to accommodate employee after surgery, court says

■ Employer didn't go through interactive process with worker

When an employee returns to work after getting a kidney transplant, the ADA requires employers to reasonably accommodate them.

One employer didn't even try to, and ended up in court.

Accommodation requests denied

Michael Fisher worked at Nissan North America when he needed a kidney transplant. He took time off to get the surgery. When Fisher's leave was up, management told him he could only return to his position without restrictions.

Fisher returned to his job, but found it difficult to complete as he was still recovering from the surgery. He started having attendance issues, and Nissan wrote him up.

Fisher was open about his difficulties and requested several accommodations, including a transfer, extra bathroom breaks or a temporary part-time schedule. Nissan refused to grant any of his suggestions, and Fisher was fired for absenteeism.

He sued for disability discrimination, and the 6th Circuit ruled in Fisher's favor.

The court said Nissan pressured Fisher to return before he recovered and refused to accommodate him. The company didn't participate in the interactive process either, which is a violation of the ADA.

When a disabled employee has a reasonable accommodation request, it's usually best to grant it.

Cite: Fisher v. Nissan North America, 2/27/20.

Employee was denied promotion, fired for security breach, not race and gender

■ Court rules hospital didn't display illegal bias or retaliation

Sometimes when an employee doesn't get a promotion or is fired, it's because of illegal bias.

But in this particular instance, an employee's protocol breach was the reason behind her termination.

Just speculation

Sonya Newson was a loss prevention officer at Aurora Health Care. Her responsibilities included protecting hospital property and patient information.

Newson was denied a promotion, and she filed a race and gender bias complaint. In the complaint, however, she revealed protected health information in order to support her allegations.

The hospital initiated an investigation and found that Newson breached security protocols by disclosing this information. She was then fired.

Newson sued Aurora Health Care for bias and retaliation, but the 7th Circuit sided with the hospital.

The court said Newson was fired for a nondiscriminatory reason – disclosing the protected health information.

Newson's claim that she was fired for racial and gender bias and retaliation was nothing more than speculation, the court said.

Cite: Newson v. Aurora Health Care, 2/26/20.

■ Biz owes almost \$100K for extreme harassment, bullying

When an employer subjected its employees to pervasive harassment, the EEOC had to get involved.

Porous Materials, a manufacturer in Ithaca, NY, is under fire for harassment based on race, sex and national origin, according to a recent EEOC lawsuit.

The extreme bullying and harassment allegedly included a manager using racial slurs toward his employees, calling foreign workers "terrorists," telling immigrants to leave America and making unwanted sexual advances toward female employees.

The EEOC further claims the owner of Porous Materials did nothing to put a stop to the harassment. This is a violation of the Civil Rights Act.

Porous Materials must pay \$93,000 in monetary relief and report any future harassment allegations directly to the EEOC.

Info: bit.ly/bullying553

■ Unequal pay for female worker costs employer \$20K

A company tried to save some money by paying female employees less ... and that illegal practice ended up costing it a whole lot more when the EEOC got wind.

Chicago-based winter vehicle manufacturer Snobear violated the Civil Rights Act and Equal Pay Act (EPA), the EEOC claims in a lawsuit.

The company allegedly paid female welders less than male welders. The employees were equal in skill level and experience, and legally should've been paid the same wages.

Snobear settled the lawsuit and will pay \$20,000 to the female employees. The company also must train its managers on the EPA and regularly track and report gender and salary information.

Info: bit.ly/equalpay553

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 should we handle hourly workers and coronavirus?

Q: We have many hourly workers who can't afford to miss shifts, but we want to do everything we can to prevent the spread of coronavirus. What's the best way to proceed?

A: The spread of coronavirus is especially tough for hourly employees, but there are ways you can help your staff stay healthy and not take a major pay cut, says employment law attorney Al Robinson of the firm Ogletree Deakins.

The simplest option would be to allow remote work, but that's not always possible.

Your best bet would be to allow a temporary unlimited sick leave program. This way, even the employees who are out of PTO and sick time can stay home and get paid. You can keep track of negative balances and allow employees to replenish them when they return.

Another option is to pay workers at reduced rates if the virus is causing hours to be cut.

For which jobs can we screen for marijuana use?

Q: Since marijuana is legal in many states, it's wise for employers to forego marijuana screenings when possible. But for what jobs are we allowed to screen for it, regardless of state law?

A: It's a good idea for employers to reconsider pre-employment drug screenings to account for

the legalization of marijuana in some states, say employment law attorneys Joanne Romero and Seth Laver of the firm Goldberg Segalla LLP.

But, you're right – there are some jobs where candidates need to be screened for marijuana, regardless of state laws:

- police officer or other law enforcement
- construction worker
- commercial vehicle operator
- supervisor of children or medical patients, and
- any position that could impact public safety.

What are some ways to make a firing go smoothly?

Q: We're planning on firing an employee and we think they won't take it well. What are some tips for making it go as smoothly as possible?

A: Letting someone go is never easy, but there are strategies to avoid disaster, says employment law attorney Jon Hyman.

The most important thing: Don't fire someone without warning. They shouldn't be blindsided by the news – the employee should know there have been issues.

It's also a good idea to have a witness in the meeting to take notes, in case the ex-employee ends up suing.

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

EFFECTIVE COMMUNICATION

■ 5 easy ways to do a mental spring cleaning

With the arrival of warmer weather probably comes the urge to get organized and clean up your workspace.

And while cleaning up all the physical clutter is a good idea, it's also a great time to do a "mental spring cleaning" as well.

Organize your mind

As a busy HR pro, you always have a hundred different things on your mind. There's so much on your to-do list, it's hard to keep track of what takes priority and what can be pushed back for now.

The best way to sort through the mental clutter? Keeping a journal, according to bullet journal creator Ryder Carroll.

Here's how you can write down all your thoughts and organize them in a helpful way.

1. **Take inventory.** Write down everything you need to do, the things you should do and what you want to do.

2. **Ask yourself why you're doing these things.** We often get bogged down with unnecessary responsibilities. People get so focused on what they should be doing, they lose sight of whether they want to do these things at all.

3. **Check if it's vital for you or someone you care about.** Is this task so important it directly impacts you or someone important to you? If not, it's just a distraction, and you can cross it off your list.

4. **Break down what's left.** Now that you've whittled down your list, break down each task into small, manageable steps so it's not overwhelming.

5. **Revise your inventory often.** Even just five minutes is enough to check your list and keep everything on track. The more frequently you take stock of all your tasks, the easier it is to stay balanced.

Info: bit.ly/clutter553

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 Building a pipeline of skilled workers

We're an electrical contractor, so a well-trained workforce is essential to protect our team and customers.

As a small employer in a largely rural area, though, we face challenges finding, training and hanging on to great employees.

Certification as a licensed electrician requires a training program that typically takes about five years.

Some employees leave us after finishing the training and some

just never finish, limiting the work they can do. Both situations were a problem for us.

Growing our own talent

We realized we needed to build a talent pipeline and improve retention to keep growing as a company.

So we started visiting local high schools and industrial arts teachers to identify promising students for the program.

We're always talking to boys and girls with an interest in and aptitude for

the kind and quality of work we do for all our different customers.

The program has been very successful so far – we expect we'll hire three of the program graduates when they finish school.

The best part is they'll come in at a slightly higher level because of their hands-on experience.

While apprenticing with us, students start to earn credits toward eventual certification, too.

(Kathy Weyer, office manager, Weyer Electric, Ferdinand, IN)

**REAL
PROBLEMS,
REAL
SOLUTIONS**

2 Telecommuting saved miles and morale

Not too long ago, we realized telecommuting might be a viable option for many of our employees.

Leadership was interested, but HR needed to lay out a solid plan connected to our company culture and business strategy.

As we developed our telecommuting vision, we considered multiple perspectives:

- Enterprise: less parking, smaller carbon footprint, employee cost

savings and business continuity benefits

- Management: reduced absenteeism, lower turnover and higher productivity, and
- HR: talent acquisition, development, retention and improved morale.

Margin for error

We started small so we could catch any mistakes before launching.

Things didn't go perfectly, but more than 25% of our workforce are

full-time telecommuters and another 50% work remotely part-time.

Our operating costs are lower, and we've saved employees more than 10 million miles each year along with the associated costs.

Our engagement surveys show high morale and motivation.

And business unit leaders report improved attendance and retention.

(Jennifer Shields, HR business partner, BCBS of Tennessee, Chattanooga, TN)

3 Regular meetings with Payroll fixed errors

When a new year meant several new regulations were going into effect, we knew HR and Payroll needed to start working more closely together.

One major project Payroll needed HR's input on was double-checking that withholdings and deductions for new hires were entered into our system correctly.

And we didn't want anything to fall through the cracks because one

department assumed the other would handle it.

So every two weeks (coinciding with our pay cycles) we started getting assistants from the two departments together to check in.

Because we found these meetings helpful, we made them permanent.

Let's meet on payday

The HR/Payroll meetings became opportunities to create procedures to reduce payroll problems, and share checklists and reference tools.

We also put protocols in place

to reduce errors and make sure employees got paid on time.

For example, whenever there's a new document or system entry, someone from both departments has to review it and notify a supervisor if they find anything unusual.

Regular meetings helped improve communication and teamwork so much that most issues can now be resolved with just an email or a phone call.

(Laurie Hagberg, finance assistant director, Charleston County Government, North Charleston, SC)

More states push for gig worker benefits

Debate around providing gig workers with workers' compensation and other benefits is intensifying around the country.

Proponents, including some gig economy companies like NJ-based Postmates, argue that long-term viability of the labor model will only happen if legislators "forge a new social compact that provides flexible app workers appropriate benefits and civil rights protection."

Opponents argue mandating a surcharge on services will drive up employers' cost and cause them to stop hiring gig workers.

Bills are currently moving through state legislatures in New Jersey and Washington.

Info: bit.ly/gigbenefits553

Nursing mothers are still struggling in the workplace

According to a recent study by Medela, Mamava and Milk Stork, the majority (68%) of nursing mothers feel unsupported in the workplace.

The survey revealed that 65% of breastfeeding mothers find it a challenge to get milk home to their children.

What's the problem, exactly? Only 40% reported having access to a designated area to pump, and 72% said the space wasn't comfortable. Twenty-six percent said there was no space for them, forcing them to pump in their cars or in front of others.

Info: bit.ly/nursing553

Microsoft will pay hourly workers during shutdown

The coronavirus outbreak might be affecting Microsoft's business, but it's not letting that get in the way of hourly workers' wages.

The company announced it would be shutting down its Seattle office, leaving salaried employees to work remotely.

The shutdown means campus employees, such as cafe staff and shuttle drivers, won't be needed at work. However, Microsoft will continue paying them to ease the financial burden of being out of work.

Info: bit.ly/microsoft553

Lighter side: Your biggest workplace pet peeves

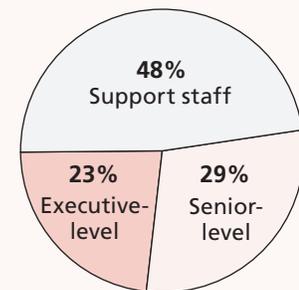
When employees spend so much time at work and around their co-workers, things are bound to get on their nerves.

Here are the biggest office

WHAT COMPANIES TOLD US

Women in the workplace

What type of positions do female employees hold?



Source: Mercer

Women comprise 40% of the workforce, up 2% from last year. However, employers are still struggling to support female employees – only 42% have created plans to achieve gender equality.

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

pet peeves, according to career website Zety:

- Not enough coffee left in the pot
- Co-workers coming in late or leaving early
- People not washing their hands after using the bathroom
- Co-workers using too much perfume/cologne, and
- Slow computers/WiFi.

Info: bit.ly/petpeeves553

Sharpen your judgment...

THE DECISION

(See case on Page 2)

Yes. The company won when a judge dismissed Grace's ADA lawsuit.

Grace's attorney argued the company fired Grace because of her PTSD, which was a result of her on-the-job injury. Terminating someone due to a disability is a violation of the ADA – she should've been given an accommodation.

But the court disagreed. It said the company didn't need to accommodate Grace because she was unable to do her job. Since her PTSD prevented her from coming into work, she was no longer qualified for her job.

The court went on to say that Grace was fired because of the multiple workplace accidents she caused due to "policy violations and poor judgment," not her PTSD. Therefore, there was no ADA violation

■ Analysis: Disabled employees must be able to work

This case is a great reminder that while the ADA offers protections to disabled workers, it doesn't require companies to employ people who can't get the job done.

In Grace's case, her PTSD prevented her from coming into work. That, combined with her several safety violations, proved to a court that the company was within its rights to fire her.

Cite: Sanchez v. City of San Antonio, U.S. Dist. Ct. of App. 5th Circ., No. 19-50500, 2/21/20. Fictionalized for dramatic effect.

Constant communication was the key to a smooth office relocation

■ *Giving employees plenty of notice helped them prepare*

A few years ago, my previous employer was in an interesting situation. We'd decided to relocate our office for a variety of benefits: better building, more space, more reasonable rent.

The best part? The new building was right across the street from our current one! With everyone's commutes staying virtually the same, we figured there would be very little pushback.

But, we underestimated how much people *really* don't like change.

Many concerns

Our employees started complaining about the move right away, and we were a little taken aback. But the more we listened, the more we realized their concerns were valid.

People liked our current layout and were worried they'd end up with smaller work stations or be placed in an undesirable location.

Another big issue: our employees had accumulated a lot of stuff over the years. The idea of everyone needing to clean out and pack up their desks was overwhelming to many.

We quickly realized this wasn't the type of news we could just drop on our workers and be done with it.

We were going to have to develop a good strategy to tackle people's concerns, and get everyone on board with the move.

A game plan

So management sat down and came up with a game plan.

The first thing we started doing was holding monthly companywide meetings to discuss everything about the move. As further incentive to get

people to attend, we provided free snacks and drinks.

To give employees enough time to get used to the idea and prepare both mentally and physically, we started our meetings about six months before the relocation.

We presented a timeline of the move, nice photos of the new space, and told everyone about the great features the new office had that our current one didn't.

Things like ample parking and a physically attractive workspace started to sell people on the idea. Employees got more comfortable with the thought of moving, and some even became excited.

Of course, the move affected some people more than others.

But, when it came down to it, this was an important business decision that we had to make. Helping employees understand that was crucial to gaining their acceptance, too.

Open and transparent

Keeping up consistent communication through these meetings was the key to making the move go smoothly. The more "in the know" employees became, the more the stress started to melt away.

We were sympathetic to our employees' concerns, and by being open and transparent, no one felt like we were forcing them into anything or hiding things.

In the end, the relocation went very well and our staff was quite happy in the brand-new building.

(Kristine McArthur, HR manager, Morrison Mahoney LLP, Boston)

Case Study:
WHAT
WORKED,
WHAT
DIDN'T

■ Your best employee just resigned: 4 ways to recover

It's every manager's worst nightmare when your most talented, reliable staff member hands in their notice.

Superstar employees can be seemingly irreplaceable. And you can't help but worry about how all their work will get done while you're looking for a replacement.

Planning ahead

But don't panic! There are some strategies you can employ now to ease the burden of a resignation later, courtesy of Tina Hamilton, CEO of HR outsourcing firm myHR Partner:

1. Make retention your top focus. One major way to keep employees from quitting is to never give them a reason to. It can be easy to assume a high-performing employee is happy and engaged, and won't ever leave. Don't make this assumption! Your goal should be to not only have a happy workforce, but a *thrilled* one. People should be ecstatic to work for you.

2. Document top performers' processes. If someone is doing their job very well, take note of how exactly they're doing that. Develop a step-by-step framework you can use to train other employees and future ones. It's especially important to do this for key positions.

3. Cross-train your people. It's not realistic to have someone on stand-by for every role. But when it's possible, train eager employees to handle critical responsibilities. This way, if a key employee leaves suddenly, you'll have someone waiting to help cover the gaps.

4. Have a succession plan. Identify promising employees who'd be interested in moving up in the company. If you train and mentor them now, they could be ready to step up when someone leaves. Promoting from within is a lot easier than finding new talent.

Info: bit.ly/planning553

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.

Manager and subordinate violate policy with secret relationship: What now?

The Scenario

HR manager Stu Capper was doing some much needed spring cleaning when employee Toni Butler knocked on his door. Stu turned away from his cluttered file cabinet.

"Come in, Toni," Stu said, closing the drawer. "What can I do for you?"

"I just wanted to bring something to your attention," Toni said nervously. "I think Laura and Brooks are dating."

Special treatment?

Stu paused. "Are you sure? Because this would be a serious policy violation, since Laura is Brooks' manager."

Toni nodded. "Last night I saw them out to dinner together. They looked pretty cozy. Wine, hand holding ... that kind of stuff."

Stu sat back. Managers and subordinates weren't allowed to get involved.

"All right. Thanks for telling me," Stu said. But Toni didn't get up.

"Is there more?" Stu asked, a sinking feeling in his stomach.

"Well, seeing them together last night made everything click," Toni started. "I'd been noticing Laura cuts Brooks a lot more slack than the rest of us. When he missed a major deadline, it was no big deal.

"And Laura keeps putting Brooks in charge of projects, even though he's really disorganized," Toni said.

"So Laura is giving Brooks special treatment," Stu said, shaking his head.

Laura was a good manager and knew about the company's policy. How could she blatantly violate it like this?

If you were Stu, what would you do next?

Reader Responses

1 Vanessa Mewborn, HR manager, William Barnet & Sons LLC, Kinston, NC

What Vanessa would do: I'd talk to Laura and Brooks immediately, letting them know they violated company policy and this relationship can't continue as long as they work here. If they refuse to end it, we'll have to explore termination.

Reason: Policies are in place for a reason, and clearly the relationship is having a negative impact on the workplace. We can't be lenient with two employees when their behavior is affecting everyone else.

2 Kerri Pierceson, HR manager, Verifacts Inc., Sterling, IL

What Kerri would do: Right away, I'd separate Laura and Brooks, and reassign him to a new manager. I'd sit down with them and let them know how other employees had been affected by the special treatment Brooks had been receiving. As long as no one was managing the other anymore,

the relationship could continue.

Reason: Transferring one of them is the simplest solution. Even if Laura and Brooks chose to end their relationship, working together could still pose a lot of issues.

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

What Irene would do: I'd launch an investigation and talk to other employees to see if they've noticed the same things Toni has. Once I documented everything, I'd go to Laura and Brooks and explain their relationship and behavior are unacceptable, and ask if either of them would consider leaving the company.

Reason: Getting all the information I can is very important. If this comes to a transfer or termination, we need documentation to back up our decision. I'd want to know how many other employees noticed the special treatment so I'd get an idea of how pervasive it was. Talking to everyone is also important because it's possible Toni was mistaken about Laura and Brooks.

QUOTES

Spoon feeding, in the long run, teaches nothing but the shape of the spoon.

E.M. Forster

Don't let yesterday take up too much of today.

Danny Kaye

No idea is so antiquated that it wasn't once modern. No idea is so modern that it won't some day be antiquated.

Ellen Glasgow

There is only one thing in the world worse than being talked about, and that's not being talked about.

Oscar Wilde

Failure is the condiment that gives success its flavor.

Truman Capote

Those who are slowest in making promises are often the most faithful in keeping them.

John Jennings

A mediocre idea that generates enthusiasm will go further than a great idea that inspires no one.

Mary Kay Ash