

APRIL 15, 2020

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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.

## New COVID-19 medical leave: What HR needs to know now

### ■ *All the headaches of FMLA, with a few twists*

After the global coronavirus pandemic put a halt to life and business as we know it, Congress is finally providing some assistance in the form of the Families First Coronavirus Response Act (the Act).

Recently signed into law by President Trump, the Act took effect on April 2.

#### Employee benefits

So what does the Act mean for you and your organization?

The big thing it creates are new emergency leave benefits for eligible workers – generally, those who work

for private employers with fewer than 500 employees. (There are a few exceptions, however.)

Here's a complete breakdown of the Act, courtesy of employment law attorney Allison B. Gotfried of the firm Venable LLP.

#### Emergency Family Medical Leave

Employees are eligible for up to 12 weeks of Emergency Family Medical Leave (EFML) if they've been employed for at least 30 days and are unable to come into work (or work remotely because their child's school is closed or

*(Please see COVID-19 ... on Page 2)*

## EEOC OKs asking about COVID-19 symptoms

### ■ *Companies may take employees', candidates' temperatures*

During the COVID-19 global pandemic, employers are permitted to check employees and job candidates for fevers, the EEOC said in recent guidance.

Employers may ask if employees and candidates are experiencing any other symptoms of COVID-19 as well.

#### Send symptomatic workers home

Typically, requiring a body temperature check would be considered a medical exam and is forbidden under the ADA. However, during this

pandemic, the EEOC is making an exception.

Employers may also require any employees or candidates exhibiting COVID-19 symptoms to stay at home. It's important that this information remains confidential.

It's also crucial to note that if you ask one candidate about symptoms, you must ask all of them, or it could be considered discriminatory. Employers may also delay the start date of any new hires displaying symptoms.

*Click: [bit.ly/COVID554](https://bit.ly/COVID554)*

# COVID-19 ...

(continued from Page 1)

their childcare provider is unavailable due to the current health emergency.)

Here's what EFML means for employers. The first 10 days of the leave is unpaid; after that, employers must pay workers at least two-thirds of their regular wages, up to a maximum of \$200 per day.

It's important to note that during that initial 10-day period, employees may take advantage of other benefits simultaneously, such as paid vacation time.

Employees on EFML are entitled to job protections, but there's an exception for employees with fewer than 25 workers where the employee's position has been eliminated due to pandemic-related economic slowdowns.

Also, the Secretary of Labor has the power to exempt companies with fewer than 50 employees if the EFML's requirements would

“jeopardize the viability of the business.”

### Emergency Paid Sick Leave

While employees need to have 30 days of employment under their belts to qualify for EFML, workers can qualify for Emergency Paid Sick Leave (EPSL) right away.

Here are the reasons an employee can be eligible for EPSL:

- The employee is currently under a federal, state or local quarantine order due to COVID-19
- The employee's doctor has advised them to self-quarantine
- The employee is currently experiencing symptoms of COVID-19
- The employee is caring for someone who is quarantined
- The employee is caring for their child whose school has been closed due to COVID-19, and
- The employee is experiencing a different but substantially similar condition.

Full-time employees are entitled to 80 hours of EPSL, while part-time workers can take an amount equal to the average number of hours they work over a two-week period.

Employers also must pay EPSL to employees in addition to any other leave benefits they may offer. Employers also can't require employees to use other leave before using EPSL.

If an employee is caring for themselves while on EPSL, employers must pay them their regular compensation, up to \$511 a day. If the employee is caring for a family member, they're entitled to either two-thirds of their regular pay or the minimum wage – whatever is greater. Employers cannot exceed \$200 a day.

Many state and local governments are considering supplementing the Act, so it's important to consult legal counsel to get an idea of the extent of your responsibilities.

*Info: [bit.ly/Coronavirus554](http://bit.ly/Coronavirus554)*

## 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.*

### ■ ADA violation? Employee claims back injury is disability

HR manager Lynn Rondo was struggling to find a quiet space in the house to work remotely when her cell phone rang.

“Hello?” She said.

“Hi, Lynn. It's Eric. How's being at home treating you?” Eric asked.

“I can barely hear myself think. I don't know how I'll get anything done,” Lynn replied. “What's up?”

“Well, we've got a slight problem. Jeremy Peters is suing us for disability discrimination.”

### Just a muscle strain?

Lynn sighed. “Are you serious? Jeremy didn't have a disability.”

“He's saying he did,” Eric said. “Do you remember when he hurt his back a while ago?”

“Yes,” Lynn said. “Jeremy hurt his back at work, got it checked out, and his doctor cleared him to come back with no restrictions. It was just a muscle strain.”

“If I'm remembering correctly, he actually went to several doctors – none of which classified his injury as an ADA-protected injury,” she said.

“That's what I thought,” Eric said. “Employees can't just declare themselves disabled with no proof. But he did talk about being in pain a lot. The fact he was fired for his performance after getting hurt on the job doesn't look great for us.”

Jeremy sued for an ADA violation, and the company fought to get the lawsuit dismissed.

Did the company win?

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

HR MORNING'S

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# Court: A few slurs may be enough to prove hostile work environment

### ■ Employee called 'Egyptian rat,' fired after filing report to HR

While some courts have ruled one or two instances of racial bias isn't enough to constitute a hostile work environment, a court recently disagreed with that.

Here's a rundown of the case.

#### Complaints went unheard

Gebrial Rasmy worked for a New York Marriott when he allegedly witnessed employee theft. Rasmy reported it right away.

When word got out, he was called an "Egyptian rat" by a co-worker.

Rasmy reported this incident to HR, but nothing was done.

He then tried to file his complaint again through Marriott's general complaint line and the company's senior director of global investigations. Again, nothing

was done.

Rasmy finally filed a complaint with the EEOC, and was then told by someone at the company to "keep your mouth shut or your days will be numbered." Rasmy was later fired after a dispute with a colleague.

He sued Marriott for a hostile work environment and retaliation for filing complaints.

A court ruled that there was enough evidence for Rasmy's case to continue – his complaints weren't taken seriously, and he was threatened to keep quiet.

The EEOC says teasing isn't enough to establish a hostile work environment, but according to some courts, a few slurs may be enough.

*Cite: Rasmy v. Marriott International, 3/6/20.*

# Intentional payroll errors were company's fault, not employee's, court says

### ■ Worker was instructed to override the system, violate FLSA

What happens when an employee breaks the law, but was instructed to do so by a higher-up?

According to this recent ruling, it's the company – not the employee – who's on the hook.

#### Knowingly violated laws

Michaela Haluptzok was a payroll employee for Employer Solutions Staffing Group (ESSG). The client she worked for instructed Haluptzok to enter employees' hours as "straight time" as opposed to what it really was: overtime.

While attempting to do this, the payroll software alerted Haluptzok to the issues. She knowingly dismissed the alerts and overrode the system so

employees wouldn't be paid the time-and-a-half they earned.

Doing so resulted in more than 1,000 FLSA violations.

In court, ESSG attempted to place the blame on Haluptzok, but the 9th Circuit wasn't having it.

It said the company "chose Haluptzok as its agent for payroll processing, so it can't disavow her actions merely because she lacked seniority in the company."

And while Haluptzok's directions came from a client of ESSG, the 9th Circuit said a company cannot evade responsibility for such willful wage and hour violations.

*Cite: Scalia v. Employer Solutions Staffing Group, 3/2/20.*

### ■ Biz refused to accommodate disabilities, now owes \$175K

The EEOC shows employers yet again that it's easier and cheaper to follow ADA requirements instead of trying to shirk them.

Nail polish manufacturers KTF Enterprises and Kirker Enterprises, located in Newburgh, NY, violated the ADA by refusing to grant reasonable accommodation requests, according to an EEOC lawsuit.

Three disabled factory employees asked for stools to sit on while working – a request that would allow them to do their jobs and wouldn't create an undue hardship for the employer. However, all three requests were denied. This is a violation of the ADA, the EEOC said.

KTF and Kirker settled the lawsuit and will pay \$175,000 in monetary relief to the three employees. The employers also agreed to train management on the ADA.

*Info: bit.ly/disabled554*

### ■ Employer pays \$180K to resolve age bias claim

Refusing to hire qualified candidates over the age of 40 is a violation of the ADEA, and the EEOC had to remind one employer.

Haynes International Inc., a metals company located in Indiana, allegedly failed to hire a group of candidates 40-years-old and up for the position of general assistant operator. This practice continued for two years, according to the EEOC.

Refusing to hire applicants over the age of 40 for certain positions is a violation of the ADEA.

While Haynes International denies any wrongdoing, the company has agreed to pay \$180,000 in monetary relief to the group of applicants.

The company also agreed to provide its hiring team with additional non-discrimination training.

*Info: bit.ly/ageism554*

# 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.*

### What happens if a worker tests positive for COVID-19?

**Q:** What steps should we take if one of our employees tests positive for the coronavirus?

**A:** Those who test positive for the virus or even suspect they have it should self-quarantine at home for a minimum of 14 days, but if possible, 28 days would be even better, says employment law attorney Gregory Rouchell of the firm Adams and Reese LLP.

Once your infected employee is quarantined, ask them where in the workplace they've been recently and who they've come in contact with. After those individuals are identified, explain (without revealing the identity of the infected employee) they've been exposed and will have to self-quarantine for the next 14 days.

If possible, allow these employees to work remotely. Otherwise, decide whether you'll continue to pay them or ask them to take sick/vacation time.

Depending on the size of your workplace and how many people were exposed, it may be easier to simply shut down the office for that 14-day period.

### Can employees take FMLA leave for coronavirus?

**Q:** Are employees protected under the FMLA if they contract coronavirus?

**A:** It depends on the severity of the virus, say several employment law attorneys from the firm

Little Mendelson PC.

Employees diagnosed with coronavirus may be eligible for FMLA leave if their condition requires "inpatient care or continuing treatment from a healthcare provider." So any employees experiencing severe symptoms that require hospitalization are most likely eligible.

Those who only have mild symptoms are probably not covered under FMLA, since their illness wouldn't be classified as a serious health condition.

### What if an employee is scared to come into work?

**Q:** We have an employee who is afraid to come into work, due to fears over contracting the coronavirus. What are our options here?

**A:** It's important to ensure you're following CDC and OSHA guidelines for handling COVID-19, say employment law attorneys Lymari Martinez Cromwell and Robert Horton of the firm Bass, Berry & Sims PLC.

If you are, however, there is no federal law that offers protections to employees afraid of getting COVID-19. If remote work isn't possible, you can place the employee on unpaid leave or ask them to use their PTO during this time.

*If you have an HR-related question, email it to Rachel Mucha at: [rmucha@HRMorning.com](mailto:rmucha@HRMorning.com)*

## EFFECTIVE COMMUNICATION

### ■ Working from home? How to master remote communication

For the past few weeks, every American's life has been severely altered due to the coronavirus pandemic.

Many companies are coping by transitioning to a completely remote workforce.

But this has been a challenge for many who aren't used to working from home. Some people can't even do their whole jobs remotely. Many people are struggling with video conference calls and other remote communication tools.

### Do's and don'ts

*Inc.com* contributor Gabrielle Bienasz has some easy ways we can all become pros while we're stuck working from home:

1. **Do a test call.** If you don't use your laptop's camera a lot, it's a great idea to test it out before hopping on to that video call. Is the picture clear? Can you be heard over the mic? Is there anything in the background that you'd rather not be seen by your colleagues? You can also check your speed and bandwidth at [speedtest.net](https://www.speedtest.net).

2. **The mute button is your best friend.** If you're attending a virtual meeting where you're doing more listening than talking, make sure to mute yourself. This way, no one gets distracted by kids running around or other background sounds. If possible, find a space where you can close the door for optimal concentration.

3. **Use video-conferencing efficiently and wisely.** Remember this is a difficult time, and constant virtual meetings can weigh heavy on employees – especially while they're trying to balance taking care of their children and staying healthy. Take a second to see if a video call is truly necessary or if a quick regular phone call will do. Sometimes, even an email can be enough to get the message across.

**Info:** [bit.ly/remotecom554](https://bit.ly/remotecom554)

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# WHAT WORKED FOR OTHER COMPANIES

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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 a checklist for HR investigations**

Diversity was something we promoted in everything we did. But with such a wide variety of people, not everybody on our team worked together as well as they probably should have.

Whenever a co-worker conflict makes it difficult for somebody to work, it often comes to the attention of HR.

If I determine an investigation is needed, my goal is to get the right understanding of what's going on and

hopefully find a win-win situation for everybody involved.

### Map out a solution

Conducting investigations often involves peeling back layers of a personnel problem to identify and resolve it. To achieve that, we:

- Interview only the people that are directly involved. This maintains confidentiality and promotes a culture of trusting HR.
- Get as much information as possible in a timely manner, and

- Prepare a way to bridge the communication gap based on the personality types involved.

Addressing interpersonal issues among our people this way sometimes leads to implementing an action plan that benefits other employees.

Having a process raises awareness of our differences and fosters understanding so people can be more productive employees.

*(Yvonne Warner, human relations business partner, Legility, Nashville, TN)*

**REAL  
PROBLEMS,  
REAL  
SOLUTIONS**

## 2 **Creating the best workplace takes work**

Our team is fully remote, working from home, in co-working spaces or even coffee shops.

But our benefits are structured to address much more than our decentralized, 24/7/365 “post-geographical” business structure.

We make a real effort to continually evolve our benefits to reflect our values.

Like many companies looking to attract top talent, we gave employees

unlimited vacation.

Also like other companies, we found many employees saw “unlimited” as “undefined” and didn't take much time to recharge with their families and friends.

Now, we insist that everyone take a minimum of three weeks each year, plus local holidays.

### Where do you work?

As noted, we allow employees to work from wherever works best.

So we pay for a data connection to

all workers' homes.

For employees that prefer to work in a shared office space, we also pay those fees and technology costs.

Some of our folks simply love working at a cafe. To encourage owners to let them keep coming in, we provide up to \$200 per month to purchase beverages and snacks.

As spread out as we are, great benefits helps us attract and keep a team of superstars.

*(Hailley Griffis, head of PR, Buffer, Charlottesville, VA)*

## 3 **Revamped training returned big payoff**

When our managers told us we needed to revamp our job-training benefits, we had three major concerns:

- when we'd offer the training
- who'd do it, and
- how we'd get workers to attend and appreciate the benefit.

When we asked our people what they wanted, most employees said they'd prefer hands-on training. So that's the first route we explored.

But employees had to attend on

their own time, and signups were low.

So we gave employees a choice to attend training and receive a higher wage while working or learn on the job at the same wage.

### Boosting attendance

While this was a good first step, many of our more experienced employees still resisted classroom training.

So we needed another incentive.

We have a popular suggestion-box program that rewards workers if their ideas save money or boost

productivity. We decided to limit that to those who came to classroom training.

It was risky, but most who'd resisted training signed up.

After we had a group of graduates, we decided to invite them to become the instructors.

It worked! Instructors are now all workers – no managers or supervisors – and employees see the program as one of their most valuable benefits.

*(Paul Morath, VP, Ring Screw Textron, Madison Heights, MI)*

### Unemployment claims reach 3.28M in one week

More devastating fallout from the coronavirus pandemic: 3.28 million Americans filed for unemployment the week ending March 21. This is a massive jump from the previous week, in which only 281,000 filed.

The historic spike is largely due to the coronavirus pandemic. With lockdowns in effect and nonessential businesses forcing to close, layoffs have been particularly rampant in the transportation, restaurant and hospitality industries.

*Info: [bit.ly/unemployed554](http://bit.ly/unemployed554)*

### Study: 60% confident they can do their jobs at home

While the coronavirus pandemic has forced a large portion of the American workforce to stay home, the majority of employees aren't worried about it.

According to The Harris Poll (conducted by Glassdoor), 60% of workers are confident they can do their jobs effectively remotely – for an indefinite time period.

However, not everyone would be on board with long-term remote work: 27% of employed parents said it would be very difficult to continue working from home with their

children there as well.

Not everyone has the ability to work remotely, though, and 28% of employees revealed their companies are operating completely normally.

*Info: [bit.ly/remotework554](http://bit.ly/remotework554)*

### DOL issues COVID-19 employer guidance

With the passage of the Families First Coronavirus Response Act (FFCRA), the DOL made compliance a little easier for employers.

The agency issued a poster ([bit.ly/FFCRAposter](http://bit.ly/FFCRAposter)) that fulfills employers' requirement to notify employees about their rights under the Act. Employers must display the DOL's poster in a common area.

The agency also issued additional guidance: A fact sheet ([bit.ly/FFCRAfact](http://bit.ly/FFCRAfact)) and a Q&A document ([bit.ly/FFCRAqa](http://bit.ly/FFCRAqa)).

Additional guidance to come soon.

*Info: [bit.ly/FFCRA554](http://bit.ly/FFCRA554)*

### Lighter side: Are your workers wearing clothes?

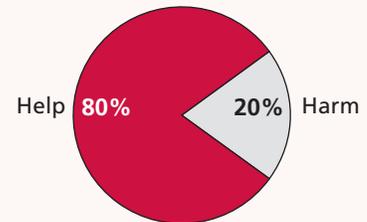
Ever since the coronavirus pandemic began, many employees are working from home now in an effort to slow the spread of the illness.

Video-conferencing has become

## WHAT COMPANIES TOLD US

### Remote communication tools

Does using collaboration apps such as Zoom and Slack help or harm at-home productivity?



*Source: Unify Square*

While most workers say using remote communication tools boosts productivity, some disagree. Personal conversations (41%) and constant incoming requests (39%) are the biggest distractors.

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

a popular tool, but according to a recent survey, some people have been skipping the video part.

Why? They aren't wearing clothes! Twelve percent of survey respondents admitted to turning off their webcams due to no clothing, or very little.

So if you have the urge to insist everyone turns on their camera ... you might want to rethink that.

*Info: [bit.ly/clothes554](http://bit.ly/clothes554)*

## Sharpen your judgment...

## THE DECISION

(See case on Page 2)

Yes, the company won when a court dismissed Jeremy's lawsuit.

Jeremy's attorney argued that even though his doctors cleared Jeremy for work, he was clearly in pain and should've been offered ADA protections after being hurt on the job. His firing showed the company didn't want to take responsibility for his injury anymore, his attorney said.

But the court disagreed. It said that even though Jeremy was in pain, several doctors concluded he wasn't disabled and could continue working without restrictions.

Because no doctor declared him disabled, Jeremy wasn't

entitled to ADA protections, the court said.

Therefore, the company fired him for non-discriminatory reasons.

### ■ Analysis: Not all injuries are disabilities

This case shows the importance of documentation for employees claiming to have disabilities. Employers aren't required to accommodate employees for minor injuries – just certified disabilities. That also means those who aren't disabled have no ADA protections for simple injuries.

Having Jeremy go to the doctor was key in helping the company win this case. If Jeremy hadn't gone to get his injury examined, there would've been more uncertainty surrounding his termination.

*Cite: Burroughs v. City of Tucson, U.S. Ct. of App. 9th Circ., No. 18-16994, 3/15/20. Fictionalized for dramatic effect.*

# Using incarcerated workforce gives us dedicated, hard-working employees

■ *Engagement centers offer our workers a second chance*

Since the founding of our company, we've been dedicated to helping incarcerated people transition back into society.

And because the bulk of our business involves sales and customer assistance via telephone, we can have employees calling from anywhere.

That's when we decided to put our call centers in prisons, which would allow currently incarcerated people to work for us while serving their time.

### Recruiting behind bars

So how does that work? Seventy percent of our call centers are inside prisons – and we recruit from the talent pool available there. Here's what our process is like.

Many incarcerated people are highly motivated to improve their lives and are actively looking for opportunities to do just that. We have no shortage of interest in positions.

Our hiring process isn't much different than any other company's. When openings are available, we put up job postings. We have requirements for our candidates, such as a high school diploma/GED. They also must currently be on good behavior.

After interviews, we put our candidates through skills tests. When we're ready to hire, our workers go through a four to six week training program.

### Supportive workforce

Our incarcerated employees are always highly engaged and motivated. They truly appreciate the opportunity and work hard in return.

Call centers typically have a high

turnover rate due to the nature of the work, but our incarcerated employees are loyal and stick with us.

Not only do these workers apply themselves to their work, but they give back and help each other.

We often have current employees recruit new ones. They'll reach out to other inmates and share their success stories, showing them that anyone can do what they did.

Our incarcerated employees learn important job-related skills that can help them get a job once they're released from prison.

But the best part is, when our employees are done serving their sentences, they have the option to stick with us and transition to our facilities on the outside.

### Corporate transition

We have engagement centers in which employees can get different training and certifications, allowing them to do more than just phone work for their entire careers with us.

Another option for formerly incarcerated employees is a transition to our corporate office. In fact, about 40% of our corporate staff started their careers with us behind bars.

This program has been nothing but beneficial to us and our employees. Our people know they're improving their lives when they work for us, which gives us a highly engaged, happy workforce.

And by giving formerly incarcerated people a second chance, we help them become financially independent, reducing the burden on society.

*(Michelle Cirocco, chief social impact officer, Televerde, Phoenix)*

**Case Study:**  
**WHAT**  
**WORKED,**  
**WHAT**  
**DIDN'T**

■ **It's not all bad in the COVID-19 era: 3 changes for the better**

During these stressful and uncertain times, it can be easy to give into the anxiety.

And while this new normal is difficult to adjust to, there are some ways this pandemic has changed how we work for the better.

### Calm in the chaos

It might sound crazy, but here's how workplaces have actually been benefiting from all the chaos, according to HR expert and author of *Evil HR Lady* blog, Suzanne Lucas.

**1. Remote work is being destigmatized.** While a lot of companies have been embracing remote work, many have been resistant. But the coronavirus has forced employers to allow as many employees to work from home as possible. This, undoubtedly, will be eye-opening for many managers. Jobs they didn't think could be done remotely are being done remotely. When things go back to normal, a lot of companies may change their stance on remote work.

**2. Some regulations have relaxed.** With many state governments ordering residents to stay at home, certain employment requirements are being waived. For example, new employees don't need to present I.D. in person – over email or video is fine. Telemedicine has also become a popular alternative to in-person doctor visits – a trend that should continue once things go back to normal.

**3. Companies are being more flexible.** Things are the opposite of "business as usual" right now, and employers are adjusting. They're offering employees more slack as they care for their families while working from home. Some are even stepping up and helping out with this global crisis – alcohol producers are making hand sanitizer, and a few manufacturers are now making ventilators.

**Info:** [bit.ly/goodnews554](http://bit.ly/goodnews554)

## WHAT WOULD YOU DO?

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

### Employee resistance, time restraints making training sessions very difficult

#### The Scenario

HR manager Stu Capper sighed as he restarted his laptop for the third time, attempting to fix his slower-than-molasses internet connection. When his phone rang, he eagerly picked it up, happy for the distraction.

"Hey, Harry," Stu said. "What's up?"

"Hi, Stu," department manager Harry Siller replied. "Got a minute? I've got a situation I wanted to run by you."

"I've got several minutes," Stu said, glancing at his computer screen.

"We've been having an issue getting all our required training sessions done," Harry said. "Everyone's so busy, it's almost impossible to find the time. People keep blowing off scheduled sessions."

"That's a tough one," Stu remarked. "I know the training is essential, but I get why

employees aren't too eager to spend a few hours away from their desks."

#### Complete overhaul

"That's not the only problem," Harry said. "For those who do show up, it's tough to hold their attention and to get them to actually retain the information."

"A lot seem resistant to any kind of change in general," Harry added. "It's incredibly frustrating."

"So it's a little bit of everything," Stu said. "Seems like we're going to have to overhaul our training sessions and come up with a new approach."

"That's the conclusion I came to," Harry said. "So how do you think we should approach this?"

*If you were Stu, what would you do next?*

#### Reader Responses

##### 1 Carrie Jordan, HR director, Babe Farms, Santa Maria, CA

**What Carrie would do:** I'd hold consistent monthly training sessions so people always knew when they were coming and could plan around them. To encourage employees to pay attention, we could quiz them on the information at the end. Those who had the correct answers could win small prizes, which would boost participation.

**Reason:** Training sessions, especially ones about company policies and safety procedures, are incredibly important. So if it's necessary, we shouldn't be afraid to get creative with our methods.

##### 2 Robert Cooper, job training and safety coordinator, Nebraska Rural Electric Association, Lincoln, NE

**What Robert would do:** Instead of fighting with resistant staff members, I'd focus on the ones who had no issues coming to training sessions. We could train the ones

who willingly come. Once other employees see they're falling behind, they might be more inclined to attend sessions and pay attention. We could even have our trained employees informally share some of the things they learned with the untrained ones.

**Reason:** No one wants to feel like they're behind the curve. When resistant employees see others getting an edge up on them, more likely than not they'll willingly attend our future training sessions.

##### 3 Dawn Turner, HR generalist, E.J. Pope & Sons, Selma, AL

**What Dawn would do:** Since time is an issue, I'd see if we could digitize the process and allow employees to complete training sessions individually from their computers or smartphones.

**Reason:** The more convenient the training is, the more likely people are to do it. If employees are opposed to formal, sit-down sessions, we could try smaller, virtual ones. This way, employees could complete the training easily and at their own pace.

#### QUOTES

Yesterday is not ours to recover, but tomorrow is ours to win or lose.

Lyndon B. Johnson

Try to be a rainbow in someone's cloud.

Maya Angelou

Keep love in your heart. A life without it is like a sunless garden when the flowers are dead.

Oscar Wilde

Perseverance is failing 19 times and succeeding the twentieth.

Julie Andrews

You have enemies? Good. That means you've stood up for something or someone at sometime in your life.

Winston Churchill

I have learned over the years that when one's mind is made up, this diminishes fear; knowing what must be done does away with fear.

Rosa Parks