

MAY 1, 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.

## Hiring, onboarding strategies during COVID-19 pandemic

### ■ When you can't meet your candidates in person

While the COVID-19 pandemic has caused a lot of businesses to shut their doors and even lay off their employees, some companies have open positions that need to be filled.

But hiring right now is anything but business as usual. Even if your company is still up and running, you've most likely had to make major adjustments, such as a completely remote workforce.

#### Skills tests, video chats

So how can you hire when you can't actually meet your candidates in person? Founder and CEO of Hireology Adam Robinson shared some

strategies your team can employ to effectively assess candidates right now.

1. **Pre-screen surveys.** Your HR team is likely swamped right now, struggling to handle all the changes the coronavirus has forced us to make. Sorting through applications is probably last on your to-do list.

To save time, you can send out pre-screen surveys to your candidates. Quick multiple choice and true or false questions can efficiently weed out applicants who wouldn't be a good fit based on these answers. These surveys prevent you or your team from having

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

## Gig workers now eligible for unemployment

### ■ CARES Act gives compensation to many during pandemic

With the passing of the \$2 trillion Coronavirus Aid, Relief, and Economic Security (CARES) Act, gig economy workers are now eligible for unemployment compensation.

The Pandemic Unemployment Assistance gives coverage to those "not eligible for regular compensation or benefits under state or federal law," which includes certain gig workers.

#### Who's eligible?

To receive benefits from the CARES Act, the gig worker must show they're

able to work, yet are partially or fully unemployed because:

- they've been diagnosed with COVID-19 or are experiencing symptoms
- they're caring for a family member with COVID-19
- their work location is closed due to COVID-19
- their child is home and unable to attend school due to COVID-19, or
- they've been placed in self-quarantine by a healthcare provider.

**Click:** [bit.ly/gigworkers555](https://bit.ly/gigworkers555)

# COVID-19 ...

(continued from Page 1)

to go through every application manually.

2. **Skills tests.** Multiple studies have shown the majority of people have lied on their resumes at least once. And being unable to meet applicants in person makes it much harder to spot lies. But skills tests are a great way to ensure candidates have the talent to back up what their resumes say before they get too far along in the process.

3. **Phone and video interviews.** Most HR pros have already been using phone screenings to weed out candidates before scheduling in-person interviews. But the use of video interviews could be less familiar.

Phone calls are great for getting a better understanding of a candidate's skills and qualifications, but a video interview will tell you a lot more. You'll get a good sense of the candidate's personality and

communication skills. Body language can also help you determine their interest in the position and their level of professionalism.

4. **References and background checks.** Since you can't get to know your candidate as well as before, references are incredibly important. If you're short on time or can't get ahold of someone, you can even send out surveys for references to fill out.

### Remote onboarding

If you're lucky enough to hire a great candidate during this pandemic, you still have one more hurdle to get over: onboarding.

Onboarding your new hire remotely might seem daunting, but here are some expert tips on making it go as smoothly as possible.

Vladimir Shifrin, technical director at Armix Group, says it's important to be flexible with your time frame and onboarding methods. Face-to-face interactions are crucial for new hires, so their first day should consist of a video conference call with their team.

Frequent video calls will be key to help the new employee feel connected to the company. On their first day, you should also email them a packet with important company info.

Another important aspect of successful remote onboarding? Complete transparency from the CEO, says Sally Stetson, co-founder of executive search firm Salveson Stetson Group.

New employees are going to feel especially confused during this uncertain time. It's crucial for the CEO to be open and honest about company updates and how the pandemic is affecting operations. When leadership isn't transparent, employees start to make up their own stories about what's happening.

Collaboration between HR and IT will be essential to ensure remote onboarding goes smoothly.

**Info:** [bit.ly/onboard555](http://bit.ly/onboard555),  
[bit.ly/hiring555](http://bit.ly/hiring555)

## 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.*

### ■ Retaliation? Worker transferred after accommodation request

"Hi, Lynn. Got a minute?" HR manager Lynn Rondo looked up from her desk to see company attorney Eric Bressler standing at her door, two coffees in hand.

"You're bringing me coffee?" Lynn asked as he set down the cup on her desk. "That means you've got some bad news for me."

"A little, yes," Eric said as he sat down. "Gabrielle Solis is suing us for retaliation. She's saying her transfer was a punishment for requesting an ADA accommodation."

### Same hours, pay

Lynn sighed and took a big sip of her latte. "Gabrielle's transfer was not retaliation!"

"Remind me what happened," Eric said.

"Gabrielle was having arthritis and carpal tunnel issues," Lynn said. "She needed some lifting restrictions, which we gave to her."

"How'd she end up at our other location?" Eric asked.

"A few months after her accommodation request, we transferred her due to restructuring," Lynn explained. "She had the exact same hours and same pay. Her new office was only three miles away from the old one! How could this be considered retaliation?"

When Gabrielle sued for retaliation for an ADA accommodation request, 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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# Court: Employee fired for poor performance, not cancer diagnosis

### ■ 'Isolated comments' about disability didn't establish discrimination

Often, one or two offhand comments can be enough to establish discrimination.

But in this case, an employee's firing was due entirely to poor performance, and not their manager's discriminatory comments.

### Failed to meet PIP requirements

Carl Castetter worked for Dollar General when he was diagnosed with cancer. He claimed his manager "mocked and demeaned" him and made other discriminatory comments about his illness.

At the same time, Castetter was placed on a performance improvement plan (PIP) for ongoing issues.

Castetter was eventually fired for failing to meet the requirements of his PIP. He sued, claiming he was actually

fired because of his cancer.

Despite Castetter's manager's comments about his illness, the court ruled in Dollar General's favor. It said the company followed a clear disciplinary plan, and presented "voluminous" evidence of Castetter's performance deficiencies.

The court went on to say the manager's comments were an isolated incident and weren't connected to Castetter's termination.

While the company came out on top, there wouldn't have been a case if the manager hadn't made discriminatory comments. Without strong documentation to back up Castetter's performance issues, the company may have lost.

*Cite: Castetter v. Dolgencorp, 3/25/20.*

# Workers couldn't prove company tricked them into agreeing to background check

### ■ Court: Employees failed to show they were 'sufficiently confused'

The Fair Credit Reporting Act (FCRA) requires employers to follow certain steps before conducting a background check, such as obtaining permission from employees.

And one company went to court when workers claimed it used deceptive tactics to get them to agree to the background check.

### Hidden in application

According to two employees, Shamrock Foods failed to properly inform them of its intent to conduct background checks.

The workers claim the FCRA-required information was included in their "lengthy" employment applications, which made the forms

and liability waivers "confusing."

Due to the deceptive nature of the FCRA forms, the employees said Shamrock Foods did not have their permission to perform the background checks, therefore violating the act.

But the 9th Circuit disagreed, saying the employees failed to demonstrate their confusion. The court also said the workers couldn't prove they wouldn't have signed the form if it had been clearer.

This case shows that when it comes to following the FCRA, simple language is best – and written permission for background checks should be obtained.

*Cite: Ruiz v. Shamrock Foods Co., 3/20/20.*

### ■ Company owes \$60K for racial harassment, retaliation

When the EEOC got wind of an employer allowing the consistent harassment of three employees, it taught them an expensive lesson.

GNT Foods in East Point, GA, failed to put a stop to severe racial harassment, according to the EEOC's lawsuit.

Three African-American employees allegedly endured the daily use of racial slurs by the store owner. The owner also slapped one of the employees and prominently displayed racist posters in the workplace, the EEOC said.

The three employees complained about the harassment numerous times and were all later fired. This is a violation of the Civil Rights Act.

GNT Foods has agreed to pay the employees \$60,000 in monetary relief. The company also agreed to a consent decree, requiring it to retrain employees on harassment policies.

*Info: bit.ly/racebias555*

### ■ Sexual harassment, forced resignation costs biz \$19K

One employee experienced sexual harassment so extreme she was forced to quit, and her company was forced to pay for its mistake.

According to the EEOC, Hunter Auto in Charlotte, NC, subjected a female employee to a sexually hostile work environment.

For six months, the employee received unwelcome and offensive sexual comments from several male co-workers, the EEOC said. She complained several times about the harassment, but nothing was done. Eventually, the employee felt she had no choice but to resign to put a stop to the harassment.

Hunter Auto will pay \$19,000 to the employee, and it also must create a written anti-harassment policy and conduct training on it.

*Info: bit.ly/harassment555*

# 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 can we best manage remote work security risks?

**Q:** With our entire workforce now working from home, what are some ways we can prevent security breaches?

**A:** Many employees who aren't used to working remotely are doing so now, which means you're right to be extra cautious when it comes to protecting your data, say security officers Gerald Werner and Jennifer O'Neill of the firm K2 Intelligence.

The first step is having a remote access policy that every employee knows about. It's crucial to continue enforcing this policy even in current circumstances. For example, if you usually forbid employees from sending internal documents with personal email addresses, don't waver on that now.

Now, employers should be working closely with IT to help make sure systems are secure. This includes setting up a Virtual Private Network (VPN), which allows employees to securely access the company's resources. Updates on anti-virus software are crucial, too.

### Do we have a duty to report coronavirus cases?

**Q:** We've had a few cases of coronavirus at our company – what agencies, if any, do we need to report this to?

**A:** First off, employers should always inform their employees of any positive cases of COVID-19 in the workplace, say the

employment law attorneys of the firm Venable LLP. As for government agencies, it depends.

There is currently no federal mandate to report cases to the CDC. However, employers may have to report cases to OSHA if employees contracted COVID-19 from the workplace.

### How much time do I have to answer a reference request?

**Q:** I'm currently working from home and am absolutely swamped during this pandemic. I've received a reference request concerning an old employee, but don't have a free moment for at least a week. Is that a reasonable time frame to respond?

**A:** That could be too long, depending on the company's hiring process, says management expert Alison Green, author of the blog *Ask A Manager*.

Some companies move very quickly once they get to checking references. If they're torn between two candidates and you take too long to respond, they might go with the other person instead of waiting to hear back from you.

If you're really swamped, let the employer know the situation, and say a quick word about the candidate, such as, "I won't have time to give the reference until next week, but Bob was a great employee."

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

## EFFECTIVE COMMUNICATION

### ■ Talking your employees through a crisis: 5 tips

During this global pandemic, people are anxious and concerned, not only about their health, but the future of their jobs. And they're looking to you to reassure them.

To make things more complicated, you have so much on your plate right now, it can be easy to let communicating with your team fall by the wayside.

### Be optimistic, but realistic

There are no magic words to ease everyone's fears, but here's what expert leadership coaches Brenda Steinberg and Michael Watkins suggest when it comes to talking your people through a crisis:

#### 1. **Check on your team regularly.**

It's important for you to monitor employees' moods and let them know you're there if they need to talk. A lot of people won't voluntarily tell you they're struggling – but if you start asking regularly, they'll open up.

#### 2. **Stay on top of false information.** In times of uncertainty, rumors can spread like wildfire.

Try to stop this misinformation as quickly as possible by addressing it head on.

#### 3. **Be optimistic, but realistic.** Positivity is important, but so is being truthful. Don't give your team false hope, but don't keep dropping terrible news on them either. Strike a good balance between the two.

#### 4. **Point out meaningful work.** It'll be hard to get your people to focus on completing menial tasks right now – so try to turn their attention to the more important, meaningful work they do.

#### 5. **Focus on the short-term.** No one can predict what will happen right now, so don't try to. Take things one day at a time, and let your staff know what's coming for them in the immediate future. Speculating won't help anyone.

**Info:** [bit.ly/cristalk555](https://bit.ly/cristalk555)

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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 **How we properly welcome new hires**

Even though we felt good about them during the interview process, some of our new employees didn't stay with us too long.

Because of the involved training schedule, we could tell in the first week whether they were going to stick with it or not.

We made it a priority to retain employees that have a positive mindset about coming to work. But if you don't hook them at the beginning, they're not going to stay.

Giving new hires confidence about working with our team had to begin with a good onboarding experience.

### Employee appreciation

Remember when there was a new kid at school? All it took was one or two friendly faces to make them comfortable with their surroundings.

I took on the role of the welcoming presence for our new people. I find that periodically telling them "We appreciate you being here" or "Let me know if you have any questions" lets

them know we care.

They respond well to that, saying "Thanks for asking," or taking the opportunity to mention something they're not sure about.

I try to encourage our managers to also give supportive remarks so our rookie employees really feel like they belong here.

It motivates them to keep working with us, and we've seen a reduction in turnover as a result.

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

**REAL  
PROBLEMS,  
REAL  
SOLUTIONS**

## 2 **Helping workers find 'financial peace'**

An employee survey surprised us. A lot of our workers were stressed by their financial situation.

And when responses from exit interviews backed up these findings, we decided we needed to take action.

Our company already offered great training on how to provide top-notch customer service.

We decided to copy that approach to teach financial management. We created Financial Peace University,

13 weeks of classes to help workers achieve financial stability.

### Unexpected bumps

When sign-ups were slower than expected, we decided to charge employees a small fee to participate.

Because the classes were free, some thought they weren't valuable.

So now we charge half the cost of classroom materials – a price employees don't have a problem with.

Once we got over the early hurdles, Financial Peace University was a hit

and has really grown.

According to class surveys, our employees have reduced personal debt by hundreds of thousands of dollars.

Employee morale, on-time attendance, equipment maintenance, productivity and quality of work have all increased significantly.

Now, we highlight the classes as an added benefit to attract top talent.

*(Kent Drangsholt, sales & marketing manager, Speed's Supertow, Portland, OR)*

## 3 **Training managers on employee engagement**

Employee engagement was important to us, but it wasn't something that came easy.

Because of the number of people our managers had to supervise, it was challenging for them to individually get to know their team members and engage with them at the level that the C-suite was after.

Because making it a more prominent part of our culture wasn't something that could be done overnight, we approached

improving employee engagement as an ongoing process.

### Classes, online tools

One way we got started is requiring newly hired managers to complete classes on engagement.

We also made online development tools available to our managers to go through at their own pace.

Some of the most effective engagement comes from quarterly training, lead by organizational development managers. The topics can range from safety to labor laws.

Having our managers together at these meetings to talk about certain workplace topics is key. It gets us all on the same page so they're not hearing about important issues in bits and pieces, or from sources that might not be the most reliable.

Often, there's information they can share with their departments that leads to constructive conversations.

This way, our managers get better connected to their employees.

*(Chad Fritz, senior HR business partner, Sargento Foods Inc., Plymouth, WI)*

### 6.6 million more people filed for unemployment

For the third week in a row, a historic number of people filed for unemployment: 6.6 million for the week ending in April 4.

This means that the three-week total for unemployment claims during the COVID-19 pandemic is now 16.8 million, an unheard of number.

Between social distancing guidelines and strict stay-at-home orders for many states, millions of Americans are being laid off. The March jobs report revealed that the U.S. lost 701,000 jobs – many more than economists predicted. They only expect these numbers to rise as the bulk of the country remains shut down.

*Info: [bit.ly/unemployed555](http://bit.ly/unemployed555)*

### Coronavirus causing background check issues

There's very little the COVID-19 pandemic hasn't impacted, and now employment lawyers are drawing attention to one more issue: lack of available background checks.

In places hardest hit by coronavirus, the company that normally conducts employers' background checks might be closed due to shelter-in-place orders.

Some employers may still be able

to do online searches to check for a criminal record, but it won't be the same as an in-person search. Online records could be outdated or incomplete.

*Info: [bit.ly/checks555](http://bit.ly/checks555)*

### You can post 'essential' jobs on LinkedIn for free

Are you an essential business right now? LinkedIn just announced it would allow employers to put up essential job postings on the site for free until June 30.

Positions employers can post for include jobs in health care, supermarkets, warehousing and freight delivery.

LinkedIn went on to say it would specifically promote critical front-line healthcare positions on a separate site for COVID-19 relief work options.

*Info: [bit.ly/linkedin555](http://bit.ly/linkedin555)*

### Lighter side: Man runs marathon in backyard

Going a little stir-crazy working from home during the COVID-19 pandemic? One British man had an interesting idea to get moving.

James Campbell, a professional athlete, was feeling the urge to exercise but he couldn't go to the gym. So, he decided to run the

## WHAT COMPANIES TOLD US

### Summer internships

How has the COVID-19 pandemic affected your summer internships?

Cancelled

30%

Will proceed as planned

14%

Will be virtual

6%

*Source: Handshake*

With the coronavirus uncertainty, many employers aren't yet making business decisions for the summer, but companies like Yelp and Goldman Sachs have already canceled internship programs.

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

equivalent of a marathon ... in his backyard.

Campbell only has a small patch of grass behind his house, so he did 20-foot shuttle runs about 7,000 times to complete his marathon.

So don't worry if you're having trouble contacting one of your remote employees – they could just be going for a 26.2-mile run in the backyard.

*Info: [bit.ly/marathon555](http://bit.ly/marathon555)*

*Sharpen your judgment...*

## THE DECISION

*(See case on Page 2)*

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

Gabrielle's attorney argued that the transfer was retaliation for Gabrielle's ADA accommodation since it happened mere months after her request. Transferring Gabrielle to another location proved the company didn't want to deal with her restrictions, her attorney said.

But the court disagreed. It said the company initially granted Gabrielle's accommodation request with no issues. Additionally, her subsequent transfer couldn't be seen as retaliation because she received the same hours and

salary. The new location was very close to the old one, too. Almost nothing changed for Gabrielle after the transfer – the court deemed it to be non-retaliatory and due to company restructuring only.

### ■ Analysis: Be aware of potential 'adverse actions'

In this case, Gabrielle's transfer wasn't deemed an adverse employment action, due to the same hours and pay. However, this could've gone a different way if Gabrielle's new job was measurably worse than the old.

When dealing with an ADA-protected employee, it's essential to be mindful of the timing of any transfers or disciplinary actions – anything that a court could consider to be an adverse action.

*Cite: Lewis v. Clark County School District, U.S. Ct. of App. 9th Circ., No. 18-17060, 3/30/20. Fictionalized for dramatic effect.*

# Adapting and adding new benefits to connect with newly remote team

## ■ Addressing physical, mental and financial health

The foundation of our company culture is trust, and that never has been more important than now when everyone is scared and uncertain about their work situation.

Employees are going to remember these times – how we treated them and how we communicated.

During this crisis, we're doing everything we can to maximize transparency. We're striving to be as up front as possible with our teams on what we know, what we don't know and what we can't talk about.

### Virtual care packages

On the benefits side, we're working to expand the benefits that are of greatest importance to our people right now.

This means we're thinking about all aspects of our employees' health by addressing the four pillars of health: physical, mental and emotional, financial, and social and purpose.

Even before this crisis, we sent our remote folks a "benefits fair in a box" package. And that will be our template for sending out care packages to remote workers when it's again safe to do so.

In the meantime, we're delivering virtual care packages, offering employees things like the Calm relaxation app.

### Financial, mental health benefits

We've started streaming live and recorded webinars four days a week, touching on the various aspects of the "four pillars." Many of them cover financial topics, including what's happening in the legal arena around tax deadlines and new legislation.

We're trying to address mental and financial health issues our team may be dealing with. That's why we're covering the cost of Cariloop, a support platform that connects employees to care coaches who help them find and navigate caregiver support resources.

We've also partnered with Kashable to provide access to a short-term loan benefit that can help avoid bad moves like borrowing against a 401(k) to pay for unexpected expenses, especially if a spouse or partner is laid off.

### Chat sessions

It's important for us to make sure communications go out with regular cadence, so everyone knows what we're thinking about and working on.

But we also know everyone is being bombarded with so much information right now, so we're careful not to hit them with too much information.

Our CEO has made video messages that were sent out to our associates to communicate everything that's going on. In addition, we've hosted team meetings within all the different areas of our organization.

We're also making our execs available for scheduled chats to keep everyone as connected as possible.

And we're reminding our teams regularly that they need to take breaks from the news tsunami and be very careful about where they get their information to help reduce stress from inaccurate stories.

*(Misty Guinn, director of benefits and wellness, Benefitfocus, Charleston, SC)*

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

## ■ Think before using Zoom: Privacy issues with platform

With the majority of companies allowing their employees to work from home during the COVID-19 pandemic, video-conferencing has become an indispensable tool.

And the most popular platform to do so is Zoom.

Before the pandemic, Zoom had, on average, 10 million users daily. Since COVID-19 altered our lives and businesses, about 200 million people are using the app each day.

### Major flaws

But Zoom has had a series of privacy problems that may make you reconsider using the platform for all your video-conferencing needs.

In the past two years, Zoom experienced instances of hackers hijacking meetings and removing users from the call.

It was also revealed that, for a brief period of time, hackers were able to spy on users through their webcams.

These issues were corrected right away, but with the major uptick in users these past few weeks, new privacy concerns are emerging.

The FBI is warning Zoom users about a new phenomenon called "zoombombing," in which hackers take over meetings to cause chaos.

One recent incident involved a zoombomber hacking into a Massachusetts high school's online class. The hacker shouted profanity and even announced the teacher's home address to everyone.

This was just one of many terrorizing incidents that occurred recently on Zoom.

Zoom execs apologized for all of these problems and vowed to correct them as soon as possible. But if you're wary of using Zoom now, some great alternatives include Microsoft's Skype and Google Meet.

**Info:** [bit.ly/zoomprobs555](https://bit.ly/zoomprobs555)

## 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.

### Employees aren't sticking around for the long haul: How can HR boost retention?

#### The Scenario

HR manager Stu Capper was working on crafting the perfect LinkedIn job posting when his phone rang.

"This is Stu," he said.

"Hi, Stu. It's Penny."

"It's nice to hear from you," Stu said. "Actually, I was just working on that job posting. We should be getting you some good candidates soon."

"Well, that's what I wanted to talk to you about," Penny said. "I just had another employee hand in their notice."

"Oh no," Stu said, frowning, "So now we've got two open positions to fill."

#### No room for advancement?

"I'm starting to get concerned," Penny said. "We just had two people leave a few

months ago, and now we're dealing with two more openings. It's starting to turn into a pattern."

"I agree something should be done," Stu said. "But I'm not entirely sure what the issue is. In their exit interviews, everyone says nothing is wrong – they just got an opportunity they couldn't pass up."

"I'm not sure that's entirely true," Penny said. "I overheard a few people talking, and it sounds like a lot of employees leave because they can't see a future with us."

"But we have a lot of opportunities for advancement here!" Stu said.

"You and I know that," Penny agreed. "But our newer employees definitely don't. It seems like we're losing a lot of people who feel stuck."

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

advance to a higher position, but currently lack the necessary skills.

**Reason:** The job board allows employees to take their career growth into their own hands, so it doesn't all fall on HR. By laying out all their options and helping people get training if they'd like it, employees will be able to see a clear future at the company.

#### 3 David Stafford, chief HR officer, Michelin North America, Greenville, NC

**What David would do:** I'd designate certain people to be "career managers." It'd be their job to ask employees what they're passionate about, what their skills are and what their career goals may be. The career managers could then match employees to open positions at the company.

**Reason:** Having career managers would show our employees we support them in their professional growth. It would also ensure that workers with the right skills are getting matched up with the jobs they could excel at.

#### QUOTES

When it is obvious that the goals cannot be reached, don't adjust the goals, adjust the action steps.

*Confucius*

Life imitates art far more than art imitates life.

*Oscar Wilde*

No one saves us but ourselves. No one can and no one may. We ourselves must walk the path.

*Buddha*

Where there is a will, there is a way. If there is a chance in a million that you can do something, anything, to keep what you want from ending, do it. Pry the door open, or, if need be, wedge your foot in that door and keep it open.

*Pauline Kael*

My great hope is to laugh as much as I cry; to get my work done and try to love somebody and have the courage to accept the love in return.

*Maya Angelou*

#### Reader Responses

##### 1 Stephanie Husted, HR director, 8.0 Management Inc., Dallas

**What Stephanie would do:** I'd adjust our hiring process and start showing candidates the long-term benefits of working with us very early on. I'd point out how the company will support their professional growth and all the perks they can earn by staying for the long haul.

**Reason:** It's never too early to start selling candidates on the idea of a long-term career with the company. By ensuring they learn about all the benefits from the beginning, they'll be much more likely to stick around later.

##### 2 Kathy Ocker, HR director, Red Monkey Foods, Springfield, MO

**What Kathy would do:** I'd work to create an internal job board so employees can search and apply for current openings within the company themselves. We could even provide training for those who'd like to