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HRMORNING

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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.

5 keys to keeping it together when we're all working apart

■ *Staying sane during a crazy time*

In the two months since stay-at-home orders took effect across the country, we've all wondered whether this is the new normal.

Who knows! But what's certain is remote work is here to stay for the foreseeable future – likely until Labor Day and beyond – and so this pandemic will continue to have a big impact on everyone's mental health.

Mental stamina

The challenge of working from home every day can be taxing on everyone at your organization.

After two months at home, some

employees will be experts at getting their jobs done – others will be at their wit's end.

It's going to take a great deal of mental stamina for you and your team to continue pushing through, and psychologist Darrin Grelle, principal research scientist for SHL, has some great remote work strategies you can pass along to your team to help everyone get through this.

1. Separate

If you have a home office or other private room with a door, work from

(Please see Working apart ... on Page 2)

House passes relief package for small businesses

■ *\$310B to replenish Paycheck Protection Program*

Another coronavirus relief package has been passed: The House of Representatives approved \$310 billion in aid to replenish the Paycheck Protection Program (PPP) to assist small businesses.

The Senate backed the bill as well, and the president is expected to sign it.

Aid for small lenders, hospitals

When the \$2.2 trillion Coronavirus Aid, Relief and Economic Security (CARES) Act first passed, it included almost \$350 billion to help keep small

businesses going and workers on the payroll. However, the money lasted about two weeks. This new package will replenish the fund.

The \$310 billion is allocated in the following way:

- \$60 billion goes to small lenders
- \$75 billion is for hospital grants, and
- \$25 billion is for coronavirus testing.

In total, the government has allocated \$3 trillion to help the economy and healthcare system so far.

Click: bit.ly/smallbiz556

Working apart ...

(continued from Page 1)

there, Grelle says. Of course, many don't have this luxury. Instead of a room, designate a specific area for you to work in.

Your area can be as simple as a spot at the kitchen table or a cushion on your couch. The idea is to have a separate physical space dedicated to work – this will help you to form a mental separation between your work life and your home life.

If you need to do something non-work related during the day, leave your designated work space to do it. This will also help you gain awareness of how much time you're spending on other activities, Grelle says.

2. Connect

A lot of important socialization and relationship building happens in the workplace. Take that away, and employees might find themselves

running out of steam.

To stay connected with everyone, take advantage of the chat system your organization uses, and say hi to those who are available. Your colleagues are likely just as eager for some conversation.

Virtually chatting with your co-workers will help break up the day, facilitate idea sharing and relieve stress, Grelle says.

3. Disconnect

Working from home can cause you to lose track of time. With everyone at your company on different at-home schedules, it can be tricky to know when to log off and call it a day. With your laptop readily available, you might find yourself working late and checking emails constantly.

This is a recipe for burnout. According to Grelle, it's essential to have a firm start and stop time while working at home. And when it's time to sign off, shut your computer down and don't turn it back on until the next day.

4. Get dressed

Many might be tempted to stay in their pajamas all day, but this can make it difficult to fully engage in your work. Grelle says it's important to put on *something* other than pjs.

Obviously, this doesn't mean you should be putting on skirts or ties – but getting up, getting dressed and settling into your work area will give you a sense of much needed normalcy.

5. Keep moving

Working from the comfort of your home makes it a lot easier to stay seated for much longer than you would in your office chair, which isn't good.

It's important to get up frequently and keep your blood pumping. Walk around, do some stretches – even a small amount of activity will help you refocus and concentrate.

Info: bit.ly/remotework556

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.

■ Great employee fired over co-worker conflict: Race bias?

HR manager Lynn Rondo was not looking forward to her next meeting.

"Lynn? You wanted to talk?" Employee Hannah Parker walked into Lynn's office.

"Yes, Hannah, sit down," Lynn said with a forced smile. "I wanted to talk to you about the issues with Abby and Margaret."

Hannah let out a frustrated sigh. "They've been out to get me since day one," she said angrily. "They're trying to get rid of me because I'm black!"

Openly insubordinate

"Whoa, whoa," Lynn said, holding up her hands. "Let's just back up for a minute here ... "

"No," Hannah insisted. "Abby and Margaret have never respected my authority. They don't listen to me, and they're openly insubordinate in front of others. But of course they listen to their white managers."

"Abby and Margaret tell a different story," Lynn said. "You're a very good manager, but we can't be having problems like this every day. We'll need to work something out together ... "

"I'm not working anything out with them," Hannah said.

"Then I don't see how you can keep your job," Lynn said.

After Hannah was fired, she sued for race discrimination. The company fought to get the case dismissed. Did it win?

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

HR MORNING'S

What's Working in
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7th Circuit: Company disciplined Hispanic employee more severely

■ Employee fired before immediate supervisor was consulted

When it comes to carrying out discipline, it's crucial to follow policies and apply them evenly.

But one employer failed to do so, resulting in giant legal consequences.

Policy wasn't followed

Lydia Vega worked for the Chicago Park District for over 30 years. She performed well and received multiple promotions during her tenure.

However, an anonymous tip accused her of falsifying her timesheet. This tip resulted in the employer heavily surveilling Vega and eventually firing her.

Vega's manager was not interested in hearing her side of the story and also neglected to carry out progressive discipline, as the Park District's policy states. Vega sued, claiming her race

was the reason she was disciplined more harshly.

The 7th Circuit ruled in favor of Vega. The court said the company made several mistakes. First, it didn't follow its own progressive discipline policy – Vega was fired immediately.

Secondly, the court said, the company failed to get Vega's side of the story or conduct a proper investigation. She was fired almost immediately – Vega's immediate supervisor wasn't even consulted.

The 7th Circuit decided it was likely that Vega's race was the reason for the severe discipline.

Applying policies evenly and fully investigating all incidents are key to avoiding bias claims like this one.

Cite: Vega v. Chicago Park District, 4/7/20.

Is teasing employee about their accent national origin bias? Court says yes

■ Manager allegedly mocked worker over intercom system

Can mild teasing result in a hostile work environment? In the case of one Croatian employee, yes.

Here's how the 11th Circuit weighed in on the issue.

Mocking, rude behavior

Rajko Dugandzic worked for Nike when he began to have issues with his direct supervisor.

Dugandzic's manager would frequently mock his accent in front of other employees, both in the break room and over the store's intercom system.

The supervisor also behaved rudely toward Dugandzic, often by refusing to greet him or yelling "Boo!" in his

face. Dugandzic then filed a hostile work environment claim on the basis of national origin discrimination.

Nike tried to argue what happened wasn't national origin bias, because the manager didn't know Dugandzic was from Croatia. The 11th Circuit rejected this argument.

"If she was mocking his 'foreign accent,'" the court said, "it follows that she could be harassing him based on his national origin even if she didn't know the specific national origin."

This case shows that discrimination and hostile work environments can occur even in less severe instances.

Cite: Dugandzic v. Nike, 3/30/20.

■ Sexual harassment of 5 workers costs biz \$150K

When several employees were subjected to pervasive sexual harassment for two years, the EEOC taught the company an expensive lesson.

A Chili's restaurant in Denver failed to prevent the consistent sexual harassment of five of its servers and hostesses, according to a recent lawsuit by the EEOC.

The female employees were subjected to pervasive sexual comments over the course of two years. Chili's knew about the harassment and failed to stop it. Some workers were forced to resign when they could no longer tolerate the comments, the EEOC said.

Chili's agreed to settle the lawsuit for \$150,000. The restaurant will also have to retrain its managers and staff on anti-harassment policies.

Info: bit.ly/harassment556

■ Employer refused to hire older applicant, gets sued

One company neglected to hire a qualified applicant due to his age, and the EEOC filed a lawsuit.

According to the commission, United Precision Products in Michigan violated the Age Discrimination in Employment Act (ADEA) when it refused to hire a 64-year-old applicant.

During the interview, the applicant was asked his age and date of high school graduation, the EEOC said. The interviewer also asked for the applicant's driver's license, then commented that he looked "good for his age."

Despite his qualifications, the applicant wasn't hired. He was told the company questioned his "commitment to long-term work," even though the applicant shared he intended to work for at least another 10 years.

The lawsuit is pending.

Info: bit.ly/ADEA556

Experts give their solutions to difficult workplace problems

HR professionals like you face new questions every day on how to deal with workplace conflict and employment law. In this section, experts answer those real-life questions.

Can employees use PTO and FFCRA leave simultaneously?

Q: If an employee wants to take advantage of the Families First Coronavirus Response Act (FFCRA), can we require they use their PTO concurrently with any leave time they take?

A: The Department of Labor (DOL) recently released updated guidance on how employers may run different types of leave concurrently.

If employees have PTO accrued under employers' policies, they can be required to use that simultaneously while taking advantage of the FFCRA's emergency paid FMLA leave.

However, employees can't use PTO at the same time as the FFCRA's paid sick time. And if employers ask workers to use PTO and FFCRA leave concurrently, they must continue to pay the worker's full-time salary until they exhaust all of their paid time off.

Can I ask my sick employee for details and symptoms?

Q: If an employee calls in sick right now, can I ask them for more information to determine if it could be coronavirus?

A: During a pandemic, yes, an employer is able to ask questions to determine whether the person might have the pandemic virus, says employment law attorney Karin Cogbill of the firm Hopkins & Carley.

You can specifically ask the employee if they're experiencing coronavirus symptoms, which include fever, chills, cough, shortness of breath and sore throat.

Remember that you must keep all information about employee illnesses confidential.

How can we safely bring our workers back to the office?

Q: It appears our business will be able to reopen soon. What are some strategies to consider as we try to get back in the swing of things?

A: Employers reopening businesses right now must proceed wisely and cautiously, say the employment law attorneys of the firm Cooley LLP.

You'll want to have a team in charge of creating a "return to office" plan. They'll need to consider relevant federal and state orders, and see how your organization can open safely.

The team will also need to think about who could continue to work from home to lessen the risk of infections. How will you handle high-risk employees and those who need to continue to care for children or infected family members at home?

It'd also be a great idea to check employees for symptoms every day before allowing them back into the workplace.

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

EFFECTIVE COMMUNICATION

■ Unavoidable COVID-19 layoffs? Best practices

The coronavirus pandemic has forced us to halt life and business as we know it, resulting in a massive amount of Americans losing their jobs.

And if you find yourself in the unfortunate position of needing to lay off some of your workforce, it's even more important than usual to do this as kindly and professionally as possible.

In these unprecedented times, the way employers manage this crisis will have a lasting impact on their reputation for years to come.

Keeping things fair

Here are some best layoff practices, according to various HR experts and the EEOC:

1. **Keep layoffs as fair as possible.** Under normal circumstances, criteria for determining who to lay off include seniority and job performance. Use these criteria as much as possible. Also, be careful not to lay off a disproportionate amount of protected employees – such as disabled ones – or you may find yourself in legal trouble.

2. **Help point people in the right direction.** Employees tend to panic when they're laid off, and the pandemic will only magnify this reaction. Be sure to help them with the next steps. Have services ready to assist laid-off employees with things like filing for unemployment and getting health coverage.

3. **Make sure leadership is making sacrifices, too.** While delivering the bad news, it's crucial to emphasize the financial measures the company took before resorting to layoffs – such as a reduction in discretionary spending and executive salaries. News of layoffs will go over much better if employees know that everyone made sacrifices in order to keep the business afloat.

Info: bit.ly/layoffs556

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 Implementing remote work best practices

We were founded as a virtual company, and working remotely has always been part of our culture.

But for a few of our clients – particularly the nonprofits – working from home isn't as intuitive, and they weren't as prepared as they could've been for the COVID-19 emergency.

Having a backup plan

Even if you don't have a policy in place, one can be adopted and

communicated with relative ease.

I tell our clients that a good remote work policy clearly defines:

- when, and under what conditions, remote work is permitted
- who's eligible to do so, and
- any steps employees need to take to take advantage of the policy.

Also, establishing guidelines for remote teams goes a long way in minimizing disruptions and increasing productivity for employees who unexpectedly find themselves working from home.

This means everybody has to go the extra mile to communicate context in emails and messages in forums like Slack or Monday, and embracing cloud-based tools that make remote communication easy.

There are many companies and organizations where working remotely isn't feasible. But if you have the capability for a mobile workforce, it'll minimize the business impact during and after something like COVID-19.

*(Michael Cohen,
Founder & CEO,
Suiteless Inc.,
Washington, DC)*

**REAL
PROBLEMS,
REAL
SOLUTIONS**

2 Setting boundaries on unlimited PTO

The war for talent is strong, so when a candidate is looking to make a decision, we didn't want to disqualify ourselves because we didn't offer unlimited paid time off. So we decided to start offering that benefit.

In the beginning, people were utilizing it from all ends of the spectrum. You get some who underutilize and others who overutilize. The bad spoils the good, and that's not the intent of the policy.

This led us to reassess how we

monitored and encouraged time off. Work-life balance looks very different now than it used to. If I went on vacation 20 years ago, you couldn't really get in touch with me. Now, everyone is on 24/7, so we had to set some boundaries.

2 to 4 weeks every year

We didn't want to mandate a certain number of days for employees to take. But we wanted to make sure they're taking at least two to four weeks a year.

A handful of staffers used four to six weeks of vacation. If they were performing well, we didn't care. If they weren't, we needed to have a conversation.

We offer unlimited PTO because all of our peer companies do, but it has really worked for us and the work-life balance we want our staff to have.

Nobody succeeds in the long run if they're burned out, so our unlimited PTO is there to mitigate that.

*(Jonathan Wasserstrum, CEO,
Squarefoot, New York)*

3 How we're hiring during the pandemic

Like every company out there, our way of doing business was severely altered by the COVID-19 pandemic.

However, as an essential business, we couldn't shut down or go remote. We needed our employees to do their jobs in-person.

Not only that, but we still needed to hire for our essential positions.

Hiring the best talent is always a challenge, but hiring during the pandemic was an entirely new one.

We quickly realized we were going to have to adjust our processes.

Flexibility and adaptability

The health and safety of our people is our No. 1 priority right now, so we're being completely flexible and adaptable to candidates' needs.

Instead of in-person interviews, we're conducting phone and video ones – something that's new for us. It's preferable to meet candidates in person before making an offer, but we also don't want to waste time.

We're also being flexible with start

dates – we're allowing new hires to tell us when they feel comfortable starting. We won't hold it against someone if they want to wait a while.

Also, we're leaving it up to the candidates to decide if they want to come into the office to do onboarding or if they'd prefer to do it remotely.

By leaving it all up to the candidates and new hires, we ensure everyone is safe and comfortable.

*(Kate Davis, manager of
recruitment and retention, Helena
Agri-Enterprises, as presented at the
ERE Digital 2020 Conference)*

Many expect telework to continue after pandemic

So many employees have been forced to work remotely during this pandemic, and one-third of workers expect this to continue, even when the pandemic is over, according to a One Poll and Citrix study.

The majority of employers (82%) had little trouble transitioning to a remote workforce when the pandemic began. Eighteen percent didn't have an easy time with the transition, though.

The survey also found that 28% of employees say they would like to keep working from home when things return to normal. But 33% are eager to get back to the office.

Info: bit.ly/remotemote556

More companies turning to pay cuts over layoffs

With so many companies taking a big hit due to COVID-19, some have been forced to resort to layoffs. But others, according to an analysis done by Gallagher, are opting for pay cuts before taking more drastic measures.

One hundred fifty one companies were analyzed, and 143 of those reported, at the minimum, a pay cut for CEOs. Over 50% said all execs saw reductions in pay. Only

about 16% of companies had their employees take pay cuts. The majority of these employers called these reductions temporary, but had no specific end date.

A few companies have made pledges not to lay anyone off.

Info: bit.ly/paycut556

College grads see job offers revoked due to COVID-19

Graduation ceremonies aren't the only thing being cancelled by the coronavirus pandemic. Seventy-five percent of college students report that internships and job offers are being cancelled and delayed.

A survey by College Reaction showed 90% of college students are concerned about the pandemic's effect on their job prospects. Sixty-five percent are already worried about their financial futures.

Info: bit.ly/collegereaction556

Lighter side: Get a horse to crash your Zoom meeting

Have your virtual meetings been a little lacking lately? Are you looking for something to add a bit of excitement to your Zoom calls?

One farm in North Carolina is offering an interesting service. For a small fee, Peace N Peas Farm will

WHAT COMPANIES TOLD US

Returning to work

What precautions will you take when businesses begin to reopen? (More than one answer accepted)



Source: Challenger, Gray & Christmas

The majority of employers (66%) are listening to state and local leaders, instead of the federal government, for guidance on when and how to reopen their businesses safely and effectively.

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

allow people to invite its miniature donkey, Mambo, to crash a conference call.

Employers can also rent horses, chickens and ducks to attend their meetings.

Companies aren't the only ones inviting these animals on calls – teachers are renting Mambo and his friends into their virtual classrooms.

Info: bit.ly/farmfriends556

Sharpen your judgment...

THE DECISION

(See case on Page 2)

No. The company lost when a judge ruled Hannah's case could continue to trial.

The company argued that Hannah was part of distracting, daily disputes with her co-workers, and was unwilling to try and work things out. It had no choice but to let her go, the company said.

But the court disagreed. It said the company did not look into Hannah's claims that the issues with her co-workers stemmed from race discrimination. Instead, it fired her right away without completing an investigation.

The court went on to say that Hannah had a great track

record, and the company itself admitted she was a good employee. Her termination looks suspicious, the court said, and Hannah may have been fired for reporting potential race discrimination.

■ Analysis: Investigate all bias claims

This case shows how important it is for employers to take all claims of discrimination seriously. The company's rush to get rid of Hannah – without even investigating her race bias claim – looked like retaliatory action.

The fact that Hannah otherwise had a great track record only strengthened her case that the company fired her to avoid a race discrimination investigation.

Cite: Perry v. The Schumacher Group of Louisiana, U.S. Crt. of App. 11th Circ., No. 18-13698, 4/7/20. Fictionalized for dramatic effect.

How we transformed our recruiting process into something personal

■ *TA became less transactional, more relationship-based*

As talent acquisition pros, it's our job to find great candidates for our hiring managers.

But sometimes, we can get a little too focused on efficiency and producing a high volume of candidates. And we realized that was a problem when hiring managers started expressing concerns over the shortlists we were giving them.

We'd been proud of the number of candidates we'd been finding and passing on to managers, but they ended up not being the best fits.

We were too focused on the quantity of candidates and not the quality. Instead of sending two amazing candidates over to our hiring managers, we were sending a dozen average ones.

So we took a closer look at our processes.

3 major issues

We realized we were far too process-oriented and we weren't listening closely to managers' unique needs – one of three major issues we uncovered while reviewing our tactics.

Instead of efficiency and volume, we were going to have to start measuring relevancy, quality and engagement of candidates.

It also became clear our process was too impersonal. We'd end up sending out form rejection letters to candidates, or failing to get back to them at all. We needed to put more human connection into our recruiting strategy.

We also realized we were relying far too much on ATS to find us great candidates. A resume may not be completely up to date or tell the whole story about a candidate's skills. People aren't paper – they're dynamic.

Finally, our job descriptions were lacking, too. We were reusing postings that hadn't been revised in years – so candidates didn't really understand the job they were applying for.

New process from scratch

We decided to throw everything out and start fresh. We assembled our HR and TA teams and spent one week disassembling our process, and came up with some new guidelines.

First, we recognized that ATS is a tool, but not a god. We'll use it to assist us, not guide us completely. Second, we completely redid our job descriptions so they gave an accurate impression of what the jobs entail.

Finally, we got rid of our "hiring funnel" and focused more on an "infinity loop."

When someone isn't the right fit currently, we don't just discard them. We put them in our talent pipeline and keep them engaged with our company.

Constantly gathering info

The more information we have on these people, the higher the chance we can match them with the right opportunity – so we continually have conversations with our pipeline so we can gather the info we need.

Now, instead of looking for people to specifically fill one requisition, we're completely focused on finding the right fit for those in our pipeline. We always have quality candidates just waiting in the wings.

(Allyn Bailey, talent acquisition leader and Coby Schneider, recruitment manager, Intel, as presented at the ERE Digital 2020 Conference)

Case Study:
WHAT
WORKED,
WHAT
DIDN'T

■ Employees back on site? 7 effective social distancing tips

While a lot of employees have been working remotely for the past two months, some employers are reopening their workplaces and bringing workers back on site.

But even as we slowly start to transition back into the workplace, it's more important than ever to be vigilant and maintain social distance to help prevent the spread of coronavirus.

Getting creative

It might seem daunting to keep employees separated, but here are some ways you can easily make that happen.

- Clear out areas to allow more space between employees, and post reminders about the six-foot rule in areas where staffers work and congregate.
- Disallow outside visitors for now and try to limit deliveries.
- Continue remote meetings even if everyone is on site, so a large group of people aren't gathering in one room.
- If possible, try flexible scheduling or staggered shifts, so fewer people are in the workspace at once. Use time in between shifts to sanitize work areas.
- Try to redesign your workspace, raising cube walls and putting up partitions if possible. Use tape on the floor to mark off six-foot distances so employees can easily stay far enough away from each other.
- Rethink people's roles. If you have several employees who can do the same task, try having only one of them on-site at a time while the others continue to work at home.
- Support your employees' mental health, as this is a difficult time for everyone. Encourage frequent breaks and exercise, and try to be understanding as people get back into the swing of things.

Info: bit.ly/socialdistance556

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.

Boosting morale during a crisis: How can we engage, de-stress our employees?

The Scenario

"Hey, Stu, how are you doing?" HR manager Stu Capper looked up from his computer to see department manager Ted Gilbert standing in his doorway.

"Hi, Ted," Stu replied. "Just trying to get settled into the old office again."

"It feels strange to be back after working from home for so long," Ted agreed.

"It'll be an adjustment for everyone, I'm sure," Stu said.

"Yeah," Ted said. "I already overheard a few people talking about how they can't even focus on work right now with everything still so uncertain."

Try to return to normal

"I was worried about that," Stu said. "Just because we're back in the office

doesn't mean there's nothing to worry about. It's only natural that employees are going to be a little distracted and disengaged right now."

"A few of my employees told me they aren't comfortable coming back into the office yet because they're worried about getting sick," Ted said. "And some are worried about other things, like the future of the company and whether their jobs could be in jeopardy."

"Maybe we should start brainstorming some ideas now," Stu said. "We want to be sensitive to people's concerns, but we also want to try and get everyone back into the swing of things."

"I'll start talking to the other department heads and see what they think," Ted said.

"I'll do some thinking, too," Stu replied.

If you were Stu, what would you do next?

Reader Responses

1 Elizabeth Brady, wellness coordinator, Easy Media, Beaverton, OR

What Elizabeth would do: I'd remind our employees of our Employee Assistance Program (EAP) services, which can help support mental health. Stressed and concerned employees would then have easy access to counseling and other services.

Reason: The COVID-19 pandemic has done a number on people's physical and mental health. It's important to remind them of services we offer that could help make the return to work a little easier.

2 Thomas Walter, CEO, Tasty Catering, Chicago

What Thomas would do: During this time, I'd focus less on business needs and more on employee needs. I'd get managers from every department together so we could discuss the best course of action for this transition back to the workplace. We'd ensure that we kept all of our employees in

the loop with company updates and safety procedures we had in place.

Reason: During times like this, communication with employees is crucial. The best way to ease their fears and concerns is to be up front about how the company is handling the pandemic, and how we're planning on keeping them safe.

3 Linda Huck, HR administration, City of Roseville, Roseville, MI

What Linda would do: Since things are so uncertain outside of the office, I'd focus on communicating company information to employees. We can give them hard numbers and a picture of where the company is heading in the near future, which could help ease any layoff concerns.

Reason: This is such a stressful time for everyone. While we don't have all the answers right now, we can be transparent with the information we do have. Giving employees a little assurance that their jobs are safe will help ease some of the worries on their minds.

QUOTES

I am tomorrow, or some future day, what I establish today. I am today what I established yesterday or some previous day.

James Joyce

The more one does and sees and feels, the more one is able to do, and the more genuine may be one's appreciation of fundamental things like home, and love and understanding companionship.

Amelia Earhart

We are all born ignorant, but one must work hard to remain stupid.

Benjamin Franklin

Don't waste time on jealousy. Sometimes you're ahead, sometimes you're behind.

Mary Schmich

Thank god every morning when you get up that you have something to do that day, which must be done, whether you like it or not.

James Russell

Lowell