

JULY 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.

## Performance reviews in the age of COVID-19: 4 keys

### ■ *Feedback is more important now than ever*

Let's face it – adapting to this new normal has its challenges. Even if your employees are pros at working from home, there are still things that fall by the wayside during these uncertain times.

And one of those things that many companies are choosing to forego right now? Performance reviews.

### Feedback is necessary

It's understandable that these aren't exactly employers' No. 1 priority at the moment. Besides, it can be pretty difficult to track and evaluate workers' performance when they haven't been in the office for several months.

But that doesn't make managers' input any less important. According to a recent Joblist study, 60% of employees find regular feedback very motivating. And that statistic hasn't changed just because we're all at home.

In fact, performance reviews are more important now than ever – everyone could use a little extra push while trying to navigate working during a global pandemic.

Not only will feedback help motivate your people, but doing reviews now will show your employees that the company is healthy and still very

*(Please see Reviews ... on Page 2)*

## Most companies will reopen by end of summer

### ■ *Survey reports two-thirds of employers set to return to work*

According to a recent study by WorldatWork, two-thirds of employers reported they will resume in-office business by the end of the summer, if they haven't already.

However, companies realize major changes will have to be made in order to provide a safe workplace for employees.

### Preventing the spread

What steps are employers taking in order to protect employees from the coronavirus?

Here's what the survey found:

- 85% will implement additional cleaning measures
- 83% will conduct smaller meetings
- 67% will modify workspaces to allow for social distancing
- 64% will require masks, and
- 52% will conduct temperature screenings.

That being said, about half of companies will allow some employees to continue working remotely.

*Click: [bit.ly/returntowork559](https://bit.ly/returntowork559)*

## Reviews ...

(continued from Page 1)

invested in the future of its employees.

So what's the best way to tackle performance reviews during all this chaos?

Here are four tips from Stephanie Vozza from Fast Company for making the most out of your performance reviews, even when your team is apart.

### 1. Reflect and reshape

The traditional performance review is a lot to take in and may put more stress on your employees. It's important to acknowledge that everything isn't "business as usual" currently.

Consider which aspects of your performance review are unrealistic or overwhelming right now (e.g., annual goals), and which aspects may be introduced to better fit the review in its current context.

### 2. Adjust your expectations

Of course performance is important, but it's necessary to remember that everyone is going through an extremely stressful time right now. Performance might not be up to a worker's usual standards.

Approach the review with empathy, and ask yourself if the employee is going through any difficult circumstances that might factor into their performance. And when discussing negative areas, be understanding – this will help engage the employee, too.

### 3. Gather peer perspectives

Cooperation is key for making everything run smoothly during this difficult time.

Your team's feedback on their peers can provide great insight on each individual's efficiency as a remote worker, which will help you pinpoint areas of improvement you might have otherwise missed.

According to research by Gartner for HR, there's a 3.5% increase in performance management usefulness when feedback is collected from peers with shared work goals.

Some questions you can ask your employees about their co-workers include, "Has the employee been effective at communicating while working remotely?" and "Have they been responsive when needed?"

### 4. Mimic the real thing

Performance reviews can be nerve-racking, and most people aren't as receptive when they're uncomfortable.

It's best to have reviews face-to-face to provide a sense of normalcy. Also, using video chat instead of just calling will allow you to read their expressions and respond accordingly, which will make the experience better.

It's also important to ask the employee to pick the time that works best for them, since they could be juggling child care and other responsibilities at home right now.

Info: [bit.ly/performance559](http://bit.ly/performance559)

## 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.*

### ■ Restructuring excludes older employee: Age discrimination?

HR manager Lynn Rondo's morning was filled with the paperwork that accompanied her company's recent restructuring.

Just when she thought about taking a break, company attorney Eric Bressler walked into her office. "Hi, Lynn. Remember Tom Jenkins?"

Lynn put down her pen and frowned. "The manager we let go?"

Eric nodded. "He's suing us for discrimination. He thinks that his age was involved in the decision."

### More qualified

"What? He was only let go because his department merged with another one!" Lynn said. "It's unfortunate that his position was consolidated, but we didn't need two people doing one job."

"So the manager from the other department got it?" asked Eric.

"Janet, yes," said Lynn. "We took note of age when we were comparing her and Tom, but that was only to have the info on record."

"Janet had more industry experience, consistently made higher numbers than Tom in her department, and not to mention, her recent performance reviews were glowing. That's why she was picked for the job."

"Not because she was younger," Eric confirmed.

"Absolutely not!" said Lynn.

When Tom filed the ADEA claim, 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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# Job offer reasonably retracted due to candidate's religious conflicts

### ■ Denying worker religious accommodation isn't always discriminatory

When it comes to accommodating religious needs, employers often have to be lenient to avoid trouble.

But a recent case complicated the matter when a candidate's request for an accommodation directly interfered with the job requirements.

### Request posed hardships

Mitche Dalberiste, a Seventh Day Adventist, applied for a technician position at GLE Associates, which required a seven-day workweek and 12-hour shifts.

When the company learned his faith would prohibit him from working on the Sabbath – from sundown on Friday to sundown on Saturday – it revoked his job offer.

Dalberiste sued for religious discrimination, retaliation and

failure to accommodate. He argued the employer could've altered other employees' schedules and duties to work around Dalberiste's religious needs.

However, the court said that providing such accommodations would place an undue burden on both the employer and other employees.

The employer would not only incur additional costs, but it would have to restructure its scheduling procedures.

And, to compensate for Dalberiste's schedule, the other employees would have to bear an additional workload.

This case shows there are non-discriminatory reasons for refusing religious accommodations when hardships would arise.

*Cite: Dalberiste v. GLE Associates Inc., 5/19/20.*

# No ADA violation: Company unknowingly terminated worker for health-related absences

### ■ Employer wasn't aware of employee's disability at time of firing

The ADA protects employees from disability-related termination, but what happens if the person never mentioned they had a disability?

Here's what the 2nd Circuit had to say about that question.

### No prior notice

Jesse Longway worked at Myers Industries when he began missing work to receive treatments for his pancreatitis. He told his supervisor the treatments were just for a "one-time injury" that would have no effect on his ability to work.

But his repeated absences proved otherwise, so the company terminated him. Longway sued for discrimination under the ADA, failure

to accommodate and retaliation. He argued that even if he never informed anyone of his condition, his "perceived disability" still played a part in his termination.

Based on Longway's conversations with his supervisor, however, the court found no one could have reasonably linked his absences to a disability. Longway even chose not to fill out a short-term disability form his supervisor provided.

This highlights how employers aren't responsible for accommodating unknown medical conditions – some of the burden of establishing a disability falls to the employee.

*Cite: Longway v. Myers Industries, 5/26/20.*

### ■ Biz owes \$75K for biased treatment of disabled worker

One company terminated an employee for frequent health-related absences, and the EEOC taught them an expensive lesson.

According to the lawsuit, Medtronic Inc. violated the Americans with Disabilities Act (ADA) when it fired a temporary employee for missing work days due to health issues.

The employee presented a valid doctor's note after each absence, but the company still accused her of violating its attendance policy. The EEOC also alleges the company neglected to offer the employee a permanent position due to her disability.

Medtronic has agreed to pay \$75,000 in monetary relief. For two years, the company must also provide staff with ADA training and regularly distribute its workplace accommodation policy.

*Info: bit.ly/disability559*

### ■ Employer sued for ignoring sexual harassment claims

When several employees were subjected to a sexually hostile work environment for two years, the EEOC filed a lawsuit.

Menard Inc., in Wixom, MI, failed to respond to multiple sexual harassment complaints filed by three female employees against a manager, according to the lawsuit.

Female employees dealt with pervasive pornographic messages and physical contact from the manager. Upper management dismissed the complaints, simply telling the manager not to "dip his pen in company ink."

Menard finally investigated the claims two years after they were filed and eventually terminated the manager. The EEOC wasn't satisfied and says the company failed to address the harassment in a timely manner. The lawsuit is pending.

*Info: bit.ly/harassment559*

# Experts give their solutions to difficult workplace problems

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

### How should we handle older, pregnant workers right now?

**Q:** As we reopen, we recognize that certain employees, like those over the age of 65 and those who are expecting babies, are at higher risk of contracting COVID-19. What can we do to keep them safe without being discriminatory?

**A:** The EEOC recently addressed this issue in new guidance.

When it comes to employees 65 and older, the Age Discrimination in Employment Act (ADEA) prevents you from treating them less favorably than younger employees. However, you can treat them *more* favorably.

For example, in order to keep your older employees safe, you can offer them greater flexibility and the ability to continue working from home – something that may not be available to lower-risk, younger employees.

As for pregnant employees, you can't exclude them from the workplace in order to keep them safe – that's discriminatory, no matter how pure your intentions. However, you can (and must) offer them reasonable accommodations.

You can also give new parents greater flexibility, but it's important to note this flexibility must be extended equally to mothers and fathers.

If you only extend this offer to new mothers, that becomes a gender discrimination issue, since you're making the assumption that the mother will

be the primary caregiver for the child.

### What are top considerations for reopening the office?

**Q:** We're reopening soon, and we spent a lot of time making sure we're doing it as safely as possible. But what are the most important things we should take into consideration?

**A:** It's important you first carefully consider the risks of returning to the office, say the employment law attorneys at Baker & Hostetler LLP.

Once you've decided the benefits outweigh any disadvantages of reopening, here are the main things you should focus on:

- go over your state and local reopening guidance and make sure you're in compliance
- ensure your policies are up to date and don't contradict any new pandemic requirements
- have a clear plan in place, detailing how you'll bring employees back to the office, how social distancing will be maintained, what the protocol is if someone contracts the coronavirus, etc.
- be prepared for FMLA/PTO requests, and
- remember your responsibilities regarding accommodation requests.

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

## EFFECTIVE COMMUNICATION

### ■ 5 ways to boost engagement in your virtual meetings

For those of us who've been working from home due to the pandemic, physical meetings may seem like a thing of the past.

But just because they've been tabled for virtual meetings doesn't mean their problems went away. If anything, virtual meetings pose the same problems, if not more.

#### Keeping them focused

Every group dynamic is different, but here's what *Inc.com* has to say about improving your virtual meetings.

1. **Prepare an agenda.** Going into the meeting with a list of things to accomplish will not only save time, but also establish a sense of purpose for meeting at all. If you aren't sure of the purpose yourself, you can't expect your team to engage.

2. **Encourage participation.** Since most people use the same device to work and join video meetings, it can be difficult to truly tear them away from their tasks. Actively calling on people and asking questions will help everyone focus.

3. **Honor the time frame.** Experts say virtual meetings are more exhausting than in-person ones. So don't make meetings any longer than they have to be. Stick to your time frame, and if you don't get to mention something, save it for later.

4. **Don't use meetings as benchmarks.** Many people fall into the trap of equating meetings with productiveness – but one useful meeting is worth more than five aimless ones. This helps set the tone for future meetings as well.

5. **Consider alternatives.** On a similar note, if you have too many meetings, people will begin to dread them. Before setting up a conference, ask yourself if an email or a quick message would suffice. Your multitasking employees will appreciate this.

**Info:** [bit.ly/meetings559](https://bit.ly/meetings559)

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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 Perspective helped solve our real problem

We've always trained our HR pros to focus on the "who" and "why" when creating new policies.

If 90% of people are doing the right thing, we need to address individual problems directly, not take a policy approach.

A while back, we had an issue with workers slipping out early for lunch. After supervisors addressed it, things got better, but only for a bit.

Our operations manager wanted

to convene an all-hands meeting, post signs and install new systems to track employees and enforce break times.

### Nuclear option?

But our HR team recognized that we needed to take a closer look at the problem before we spent a lot of money and made our staff feel like we didn't trust any of them.

It was the right move for sure!

It turned out that of 160 employees, only seven were leaving early. The overwhelming majority

were doing the right thing.

So, instead of disrupting everyone, we solved the problem in 45 minutes.

Our company president waited outside the door at lunch time and had a brief chat with the early leavers about policy and consequences.

The message got through and, without creating new policy or ruffling lots of feathers, our issue was solved and we could focus on other, bigger issues.

*(Jim DePalma, HR director, Rapp Machining, Wellston, OK)*

**REAL  
PROBLEMS,  
REAL  
SOLUTIONS**

## 2 Unlimited PTO reflects a culture of trust

We base our vacation policies on trust and don't track how much time our employees take off.

For most of our employees, unlimited vacation policy is less about spending weeks at the beach and more about managing their lives more effectively.

Usually, our people are taking an afternoon off to see their kid in a school play.

Or someone might be taking care

of a family member with a chronic illness.

The flexibility of unlimited PTO lets them stop worrying about using up all their vacation time so they can get their loved one to regular doctor's appointments.

### No 'nickel and diming'

In our experience, people are simply more committed to their jobs when they don't feel "nickel and dimed" with closely tracked time off.

Especially when that time off

means they don't have to choose between work and taking care of themselves, or fulfilling their other

obligations in life.

When you haven't done the work to define a company's culture, you end up relying on a collection of perks to try to stand out from the competition and attract the best talent to your team.

And, over the long term, it isn't enough to keep those stars on board.

*(Emma Brudner, director of people operations, Lola.com, Boston)*

## 3 Helping co-workers get along better

Say you have an employee who wants to make a positive impact, but feel they can't. Someone they work with seemingly always blocks them from taking the first steps.

They also feel management won't support their initiative to make a difference by helping them overcome criticism, or even retaliation, by that co-worker.

It makes them feel like giving up, keeping their ideas to themselves and not rocking the boat.

When companies talk about improving engagement through team-building events, I hear them say C-words: communication, creativity, collaboration ...

Those are great. But when I ask what they do about employees who tend to be dismissive or insulting to their co-workers, often they don't have an answer.

### Play it out

Here's a role-playing exercise we tried at our company team-building meeting that really helped address

problematic work relationships.

We had two people brainstorm a hypothetical vacation where money is no object.

One came up with ideas and the other responded with "no" answers, then "yes, but ..." answers, then "yes, and ..." answers.

If done in a light-hearted way in a relaxed setting, it can contribute to a more positive work culture.

*(Jeff Harry, speaker/coach, as presented during the BambooHR Virtual Summit)*

### SCOTUS rules Title VII protects LGBTQ workers

After years of district and circuit courts debating whether sexual orientation is a protected class under the Civil Rights Act, the Supreme Court finally ruled it is.

In a 6-3 landmark decision, SCOTUS ruled that employees can't be fired due to their sexual orientation or gender identity.

Justice Neil Gorsuch said that "sex plays an undisguisable role in firing an individual for being homosexual or transgender," which is "exactly what Title VII forbids."

Info: [bit.ly/LGBTQ559](http://bit.ly/LGBTQ559)

### Study: Racial diversity boosts productivity

Need some evidence to convince the C-suite to take diversity efforts seriously? Show them this new study.

According to research recently published in the Academy of Management (AOM) Journal, companies with a lot of diversity in management reached the highest levels of productivity.

The study found that firms with little to no racial diversity were less capable of making good business decisions and struggled to achieve a competitive advantage.

The research also stressed the importance of having a diverse lower management team as well as a diverse upper management team.

Info: [bit.ly/diversity559](http://bit.ly/diversity559)

### Pandemic fallout: Indeed job postings down 34%

In a recent Indeed analysis, there was some more grim news for job seekers. Due to the coronavirus pandemic, job postings on Indeed are down 34%.

While the pandemic has a lot to do with these numbers, chief economist Jed Kolko says there was a slowing trend in 2019 that may also be responsible for fewer postings.

Tourism and hospitality postings have taken the biggest hit, but software development postings and finance postings are also down.

Info: [bit.ly/indeed559](http://bit.ly/indeed559)

### Lighter side: Biz makes a unique COVID-19 mistake

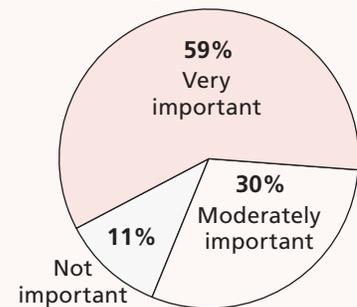
During this global pandemic, a lot of companies have adjusted their typical business operations.

Some businesses have even stepped up to help, like Apollo Bay Distillery in Australia, which started making hand sanitizer in response to the shortage.

## WHAT COMPANIES TOLD US

### Negotiating benefits

How important is it that a prospective employer is willing to negotiate benefits?



Source: Paychex

Candidates don't want to just negotiate salary – negotiating benefits is becoming important, too. This is good news for employers who can't match high salaries, but could do more with benefits.

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

But now, with some things getting back to normal, the distillery made an unfortunate error. Apollo Bay meant to start distributing its gin again, but mistakenly shipped out gin bottles filled with hand sanitizer instead of the liquor!

So if you made any COVID-19 changes, you might want to double-check those have been changed back.

Info: [bit.ly/sanitizer559](http://bit.ly/sanitizer559)

## Sharpen your judgment...

## THE DECISION

(See case on Page 2)

Yes. The company won when a court granted summary judgment.

Tom's attorney cited the references to the two managers' ages during the comparison process as an indicator of the company's age bias. The company only used experience and performance as a pretext for age discrimination, his attorney said.

But the court disagreed. Merely asserting an employee's age, even in the context of comparison, doesn't establish bias. The court further explained that the company provided enough legitimate, nondiscriminatory reasons

for termination. Existing documentation supported the claim that Janet had more experience and consistently outperformed Tom during reviews, and nothing in these files indicated the presence of any discriminatory intent.

### ■ Analysis: Thoroughly document

This case shows how vital it is for companies to keep accurate records of important information. If the company wasn't able to support its claims about Janet's credentials, the case could've gone in a different direction.

Processes like restructuring that entail layoffs or shifts in job responsibility are a breeding ground for these types of claims. The best way to protect yourself is thorough documentation.

**Cite:** Zabala-De Jesus, et al v. Sanofi-Aventis Puerto Rico, Inc. et al, U.S. Ct. of App. 1st Circ., No. 18-1852, 5/13/20. Fictionalized for dramatic effect.

# We streamlined our TA methods into one uniform, effective process

■ *Every department now focuses on the same 8 key areas*

When I first joined my company, I turned my attention to our talent acquisition processes.

Things had been working pretty well, but I didn't like how disjointed our recruiting strategies were.

Every division did its own thing, meaning there wasn't a lot of consistency. No one had been tracking hiring metrics or spending either.

Just because our current processes were decent didn't mean we shouldn't try to improve them. There were several key things our process needed, like metrics and pipeline building.

### Assembling a team

The goal was for our different divisions to come together and create one united process.

We got a representative from each division together and we broke down our entire talent acquisition process, looking at it from the candidate's perspective. We identified eight key areas we knew we had to watch in our new TA process.

Then, we put one person in charge of each area – and had a ninth whose job it was to ensure everything was working smoothly.

Choosing the right person to oversee each area was crucial. Everyone has different strengths, so we were very strategic in selecting every supervisor.

### 8 key areas

Here are the eight key areas we identified and what each supervisor is responsible for:

- **Sourcing:** Ensuring we have a diverse candidate pool to choose from

- **Intake:** Ensuring the recruiter and hiring manager were on the same page about the candidate
- **TA screening:** Agreeing on the list of screening questions and making sure the answers are properly shared with everyone involved
- **Interview:** Ensuring the right people are conducting the interview and that they're equipped with the necessary information and questions
- **Offer process:** Ensuring it's consistent for every candidate
  - **Onboarding:** Handling everything that happens from the offer to the first day, such as paperwork and ensuring the new hire is prepared
  - **The first 45 days:** Making sure the new hire experience and orientation is consistent, and
- **Candidate experience:** Guaranteeing that every candidate is treated the same, whether they make it to the beginning or end of the process.

### Success metrics

Once we had these eight areas identified and assigned, we discussed how we'd measure success.

Our team got together once a week to review how the process was going, and to discuss what was working and what wasn't.

We found that with one united talent acquisition process, we were having a lot more successful new hires than before and a higher rate of candidate satisfaction.

*(Geoff Green, VP of talent acquisition, Foot Locker, as presented at the ERE Digital 2020 conference)*

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

### ■ 4 ways to keep work/life balance while at home

Some employees are heading back to work, some are still at home for now, and others will be working remotely indefinitely.

No matter what route your company has chosen, one thing's for sure – the coronavirus pandemic has changed many perceptions about remote work. Many companies are considering making remote work permanent – and some already have.

### Work and home life collide

Productivity may have remained steady while employees are at home, but a lot of people are struggling with creating separation between work and home life – especially with entire families being together 24/7.

Here's how business professor Donna McCloskey says you can establish boundaries while stuck working at home:

1. **Maintain your work routine.** Continue getting up at your usual time, and shower and dress as if you were going into the office. Then, make sure you set up shop somewhere that's your private, designated work space.
2. **Keep a schedule.** Let your family know when you have meetings so they won't interrupt. If there are two parents in the house, take turns being "on call."
3. **Communicate with colleagues.** If you're facing child care challenges and need to work odd hours, let your co-workers know, so you don't feel stressed when people try to contact you at bad times.
4. **Create an end-of-day ritual.** Many workers rely on their commute home to unwind after a long day. Since that's not an option now, it's important to unwind in a different way. For example, exercising after signing off can be a good way to signal the end of the day.

**Info:** [bit.ly/workhome559](https://bit.ly/workhome559)

## 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 tests positive for COVID-19: How can HR handle workplace fallout?

#### The Scenario

HR manager Stu Capper was just settling into his office when department manager Ted Gilbert knocked on his door.

"Good morning, Stu," Ted said. "I've got some bad news."

Stu frowned. "Uh oh. What is it?"

"Candace called out sick about an hour ago. She tested positive for coronavirus."

"What?" Stu exclaimed. "Is she OK?"

"Yeah, it's mostly just mild symptoms," Ted said. "But she thought it was just allergies so she's been coming into work. We just told everyone they may have been exposed, and now they're all too upset to work."

#### Heightened emotions

Stu rubbed his temples, not ready for this news so early in the day. "I know we

couldn't expect business as usual, but I didn't think things would get this messy so quickly. What are people saying?"

"Well, obviously we didn't tell people it was Candace, but some of them are complaining someone came into work with any symptoms at all," Ted said.

"Some department heads are refusing to work for the next two weeks, even though we need them here," Ted continued. "Others have followed suit because they're worried about their health. A few are demanding we close again, and someone is even going around accusing people of being the culprit ..."

"This is worse than I thought," Stu said. "I'm not sure where to begin."

"It's a lot," Ted agreed. "We can think on it and talk later."

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

guidelines and PPE provisions in place.

**Reason:** It's more important now than ever to show what companies are doing to care for their workers. Employees will appreciate the concrete steps taken to secure the workplace, hopefully alleviating some of their frustrations and concerns.

#### 3 Dan Whitehead, controller, Montezuma Water Company, Dolores, CO

**What Dan would do:** Since the situation involves the possibility of an illness contracted at work, I'd immediately notify our workers' comp carrier to give them a heads up. Regarding the state of the office, I'd meet with management before making any definitive decisions.

**Reason:** Communication is key during upsetting times like these in order to prevent additional issues. Navigating the situation with others will not only help you find a solution quicker, but also prevent any hasty or emotional decisions. And more people involved means more points of contact for disgruntled employees.

#### QUOTES

You don't have to be the fastest person to climb to the top of a mountain. You just have to be relentless about putting one foot in front of the other.

*Alison Levine*

What lies behind you and what lies in front of you pales in comparison to what lies inside of you.

*Ralph Waldo Emerson*

So long as the memory of certain beloved friends lives in my heart, I shall say that life is good.

*Helen Keller*

If you're not making mistakes, then you're not doing anything. I'm positive that a doer makes mistakes.

*John Wooden*

When in doubt, don't.

*Benjamin Franklin*

Character is the result of two things: mental attitude and the way we spend our time.

*Elbert Hubbard*

#### Reader Responses

##### 1 Kristine McArthur, HR coordinator, Morrison Mahoney LLP, Boston

**What Kristine would do:** My first step would be to close the office for a deep cleaning. Then, I'd plan ahead. Before the reopen, I'd assign my employees to teams that work in-office on different days so that, if it happens again, we'd only have to quarantine one team instead of everyone.

**Reason:** The COVID-19 pandemic looks like it's sticking around for awhile, so it's possible that this situation would happen again. If we take this incident as a chance to prepare for the future, we won't have to press pause on operations next time.

##### 2 Maria Reyes, HR manager, Wallenius Wilhelmsen Solutions, Oxnard, CA

**What Maria would do:** I would close the office and urge all employees to monitor for symptoms and get tested if they're able. We'd reopen only after everyone receives their results, with strict social distancing