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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.

Why reopening plans should also focus on mental health

■ 4 ways to offer employees the support they need

As so many company leaders navigate returning to the workplace, they want to ensure they're doing everything possible to keep employees safe and healthy.

But one aspect of employee health no company can afford to overlook is mental state.

42% report mental decline

It's no secret that many people have been struggling with adjusting to the "new normal" during the pandemic.

In fact, a recent survey found that almost 42% of respondents reported a decline in their mental health

since the COVID-19 outbreak.

This high number shows that nearly half of employees aren't operating at pre-lockdown levels of mental wellness.

Conditions like anxiety and depression can result in absenteeism and loss of productivity. And with the World Health Organization (WHO)'s estimation that untreated mental illness costs workplaces \$1 trillion a year, it's something that employers can't afford to ignore.

Anxiety and depression aren't the only culprits, either. Workers in general are experiencing higher levels of stress

(Please see Mental ... on Page 2)

DOL issues new, easier FMLA forms

■ The optional documents assist with FMLA notice, leave

Here's something that will help make employers' lives a little easier – the DOL has issued new FMLA forms, both for notice and leave.

These forms don't have to be used, but are easier for employers, employees and healthcare providers to use and understand, the DOL said.

Easier questions

Specifically, the updated FMLA forms include ones used for eligibility, responsibilities, notices and leave certifications.

Electronic signature spaces and more questions that can be answered with checkboxes are some of the form features that make them simpler and more user-friendly.

The DOL also said these new features will help reduce the chance of violations.

FMLA has always been a burden for companies, and the DOL aims to correct that – it'll be collecting employer feedback on the new changes.

Click: bit.ly/FMLAforms562

Mental ...

(continued from Page 1)

than they were before the pandemic. Sixty-six percent of employees report being stressed out, their top concerns including contracting COVID-19, financial worries, loneliness and fears of job security.

What you can do

This issue has a lot of employers wondering how to support their workers during this time. And one of the best ways is to come up with a well-thought-out mental health strategy as you craft return to work plans.

Here's how Terri Patterson, HR expert and principal at the global risk consulting firm Control Risks, says you can best support your employees' mental health during this time.

1. **Deliver thoughtful communications.** Before you send out any communications to your workforce, they should be planned

and delivered in a way that's sensitive to the mental well-being of your people.

A clear message from leadership acknowledging the mental health struggles employees are experiencing right now can help ease stress. It's also the first step in creating a culture of mental wellness.

Some support you can alert your employees to includes a centralized hotline or dedicated website.

Uncertainty can also cause a lot of stress, so the more frequent the communications, the better.

2. **Be available and engaged.** Those suffering from depression and anxiety can often feel like no one cares. This is why it's so important to get direct supervisors actively involved in their reports' mental well-being.

Encourage your managers to actively check in on their employees, asking what they need and how the company can help support them. Sometimes, all it takes is for someone to ask the right questions to get to the bottom of an issue.

3. **Train supervisors to recognize signs.** To properly support your employees, it's crucial that managers know how to recognize when a staff member might be going through a mental health crisis.

When managers are trained to identify warning signs, such as a sudden decline in performance, you'll be able to proactively address an employee's mental health.

4. **Make mental wellness a part of your culture.** Do you currently offer any tools or resources to support employee mental health? If not, now's definitely the time.

If you already have an employee assistance program (EAP), look into expanding its services even more to include things like meditation programs or apps focusing on sleep hygiene or nutrition and exercise.

And, of course, don't forget to draw your employees' attention to all the resources at their fingertips.

Info: bit.ly/mentalhealth562

Sharpen your JUDGMENT

This feature provides a framework for decision making that helps keep you and your company out of trouble. It describes a recent legal conflict and lets you judge the outcome.

■ Worker predisposed to disability: ADA-protected?

HR manager Lynn Rondo offered a sympathetic smile when company attorney Eric Bressler entered the lunchroom, looking burnt out.

"Have more news about Sharon?" asked Lynn.

Eric nodded and took a seat in front of her. "She's moving forward with her disability discrimination lawsuit. She's saying her termination directly stemmed from her request for medical leave."

Precancerous condition

"Remind me of the details," said Lynn.

"Well, it's complex," said Eric. "Sharon has a genetic mutation that causes abnormal cell growth, predisposing her to cancer. She says we discriminated against her for it."

"But when she requested leave, she said her surgery – a double mastectomy – was for breast cancer," Eric explained further. "In reality, though, she doesn't have cancer, she's just predisposed. So our argument is she wasn't ADA-protected."

"What were the actual reasons for her termination?" Lynn asked.

"Unpleasant attitude, dress code violations and being unable to work," said Eric. "It's all very muddled."

"Sounds like it could really go either way..." agreed Lynn.

When Sharon sued for disability discrimination under the ADA, 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: Worker fired due to poor performance, not FMLA request

■ Retaliation wasn't involved in employee's untimely termination

Generally, employers must grant their employees FMLA leave when they're entitled to it, as in the case of an expecting parent.

But in this case, an employee's firing was due to lackluster performance, not retaliation for his FMLA leave request.

A history of poor work

Bryan Kelly, an employee at Hartford Financial Services Group, was fired a few months after mentioning his intent to take medical leave for his wife's pregnancy.

While Kelly "informally and verbally" notified management of his future FMLA leave needs, he never officially applied for leave. He was terminated six months later.

Kelly sued the company, pointing

to the timing of his termination as proof of retaliation for his impending FMLA request. He claimed the company wanted to punish him for his attempt to take leave.

However, the court disagreed. The company provided non-retaliatory reasons for Kelly's termination, which included documented evidence of long-running behavioral and performance issues.

Negative annual reviews and a number of disciplinary warnings tainted Kelly's record, and he failed to establish the presence of any malicious pretext behind them.

Even though the company won, this case warns employers about untimely adverse employment actions.

Cite: Kelly v. Hartford Financial Services Group, Inc., 7/1/20.

Calling an employee 'too old' doesn't constitute age bias under ADEA, Court says

■ District manager made comments and slights of varying severity

Can a few isolated comments about age result in a hostile work environment?

A Rite Aid employee challenged this question in court. Here's what the 6th Circuit had to say.

Infrequent, but rude remarks

Michael Kheibari worked at a Michigan Rite Aid as an assistant manager for four years.

Over a period of nine months, he dealt with sporadic age-based comments from his district manager, Daniel Snyder. He called Kheibari "too old" and criticized his abilities due to his age.

Kheibari made multiple attempts

to address the issue. He notified a supervisor about Snyder's behavior, had a conversation with Snyder directly and emailed Rite Aid's CEO, but nothing changed.

He sued for age-based harassment under the ADEA, but the 6th Circuit rejected his claim. According to the court, Snyder's conduct was rude, but due to its infrequency, it "hardly" constituted a hostile work environment.

This case shows that "stray remarks" can't support a claim of age bias. In the workplace, however, even just one biased incident can leave a permanent stain on company culture.

Cite: Amini v. Rite Aid Corp., 7/7/20.

■ Sexually hostile work environment costs biz \$12K

When one restaurant manager was sexually harassing an underage employee, the EEOC hit the business with a hefty fine.

Par Ventures, a McDonald's franchisee in Fayetteville, NC, was sued by the EEOC for permitting a sexually hostile work environment.

According to the lawsuit, a manager at the restaurant subjected a 16-year-old employee to constant sexual comments and unwanted touching, and ultimately, sexually assaulted her.

Par Ventures settled the lawsuit and agreed to pay \$12,500 in monetary relief to the victim. The restaurant must also revise its sexual harassment policy and conduct proper training.

Info: bit.ly/harass562

■ Cost of refusing to hire older, experienced applicant? \$215K

One news station refused to hire a woman over 40, claiming they wanted more experience. But when the younger candidate they hired instead didn't have that experience, the EEOC stepped in.

CBS Stations Group of Texas, which runs a news program based in Dallas, was sued by the EEOC for violating the Age Discrimination in Employment Act (ADEA).

One of the station's freelance reporters applied for a permanent position, but was allegedly rejected for not having five years of experience. However, the candidate who was ultimately hired was a 24-year-old woman who had less experience than the freelancer. The EEOC claimed age, not experience, was the reason the freelancer was rejected – which violates the ADEA.

CBS agreed to pay \$215,000 to settle the lawsuit and has committed to not engaging in age discrimination in the future.

Info: bit.ly/ADEA562

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.

To what extent is employee speech protected?

Q: If we have an employee who's making profane or harassing statements on social media, is that conduct protected under the National Labor Relations Act (NLRA)?

A: The National Labor Relations Board (NLRB) recently released updated guidance on this topic. The board used to protect employees' profanity/harassing statements as long as the person also happened to be discussing conditions of employment, such as wages and hours.

However, the NLRB has modified this standard, recognizing how damaging abusive language can be in the workplace.

Now, employers can discipline an employee for abusive conduct if they're discussing employment conditions – as long as the conduct is severe enough to warrant consequences if the employee didn't happen to be engaging in protected activity.

Does telemedicine count as an in-person doctor visit?

Q: Because of COVID-19, a lot of employees are having doctors' visits conducted via telemedicine. Does this meet the requirements to establish a serious health condition under the FMLA?

A: Yes, because of the current pandemic, telemedicine visits count as in-person visits until the end of the year, the DOL

revealed in a recent Q&A.

This also means that an employee can be diagnosed with an FMLA-qualifying serious health condition through one of these virtual visits.

There are some requirements, though. To qualify as an in-person visit, the virtual one must include an examination, an evaluation or treatment by a healthcare provider.

Can we search staff emails during investigations?

Q: We have a policy informing employees that their company emails are subject to searches, such as during a workplace investigation. Is this lawful?

A: Essentially, yes. According to a recent ruling by the NLRB, employers have the right to search employees' emails – with or without their knowledge.

In the past, some of these policies have come under fire, but the NLRB is taking a more definitive stance now.

The board said monitoring employee emails can be essential to “protect company assets, provide excellent service, ensure a safe workplace and to investigate improper use or access of company networks.”

So, yes, employers may lawfully monitor employee communications for “legitimate management reasons.”

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

EFFECTIVE COMMUNICATION

■ Transparency at work during uncertain times: 3 focus areas

These past few months have been demanding for HR pros. From the global pandemic to the nationwide protests, employee concerns have been shifting.

While we may all be living in unpredictable times, you can offer your staff some certainty through workplace transparency.

Opening up

As offices reopen, companies should also open up about the workplace. CareerArc's VP of HR Debora Roland suggests focusing on the following topics to promote a culture of transparency:

1. **State of the business.** It's no secret the workplace has experienced big changes since the outbreak of the virus. Whether you plan to reopen or continue remote work, make it clear to your employees so they may plan ahead. If your offices never closed, you can provide updates about the safety measures at work and survey staff preferences. Let them play a part in the decision-making process.

2. **Your company's stance.** In this day and age, it can come across as out of touch for companies to stay silent about social issues. Some ideas relevant to the social climate would be to analyze your staff demographic and locate any potential areas of hiring bias or even start a book club to spark conversations about major issues.

3. **Layoffs and terminations.** During an already difficult time, it's important to be compassionate when handling adverse employment decisions. If it comes down to it, employers should be honest with the entire workplace about their decision and support the affected employees on their way out. Doing so will not only preserve a positive relationship, but also prevent any negative, morale-breaking gossip between the retained workers.

Info: bit.ly/transparency562

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 Keeping our messaging fresh and flexible

Because our employees are spread across locations in the U.S. and U.K. and have flexible schedules, it's tricky designing a one-size-fits-all communications plan.

We keep detailed HR information and forms on our intranet and constantly add benefits-related content on our blog and social media.

But there's a steady stream of new info, and we want all our employees to be up-to-date on the latest changes.

But with employees working on different schedules, they miss messages from time to time. And not everyone needs to see every message.

Resetting strategy

That was the impetus for us to start improving our internal communications strategy.

We set up workshops with people from around the business to find out what's important to different groups and what's needed in different locations.

We also surveyed the

entire business to ask how employees like to receive communication.

We found out what employees are energized by and worked to keep that content fresh.

While information about our perks and benefits offerings may not update frequently, we keep people in the know about wellness initiatives, onboarding communications, and sharing surveys and action plans.

(Annalise Silver, senior internal communications manager, MVF, Austin, TX)

**REAL
PROBLEMS,
REAL
SOLUTIONS**

2 Treating marijuana, alcohol use the same

Marijuana use in the workplace was illegal for decades, but when our state declared it legal for medicinal use, it became a complex issue.

The shift in the drug's public perception and increased availability meant there was a chance it could impact our workplace.

For instance, we knew employees or applicants prescribed with medical marijuana could potentially create accommodation or discrimination headaches for us.

And we ran into that situation when we had an applicant test positive for marijuana.

Policy and law

He told us he had PTSD and needed it to sleep at night. So, we gave him a reasonable accommodation, allowing him nighttime-only use – as long as he wasn't reporting to work high. We would have a trained manager evaluate him each day.

We made sure our policy stated

that those using marijuana wouldn't be singled out, but if they were under the influence, disciplinary measures would be carried out.

We trained our managers to handle weed at work like alcohol, which helps us steer clear of getting caught up in the nuances of state and federal marijuana legislation.

Preventing unprofessional and careless conduct keeps everyone safe.

(Kate Bischoff, employment attorney/HR consultant, as presented at the BambooHR Virtual Summit)

3 Changing how others regard ethics, fraud

My company had recently brought on a new president who wanted to dedicate a full day to training everyone more on ethics and fraud.

This training was spearheaded by the president, VPs and other higher-ups. And it was a good, well-put-together training session.

But after the training, one of our VPs basically said, in both words and actions, "That was a giant waste of time."

And that VP's negative opinion trickled down to the employees he oversaw in the business and finance division.

Their approach to ethics and fraud was indifference. They didn't care.

Top-down approach

I knew I had to step in – especially because business and finance is where the most corporate fraud occurs.

So, I approached the president who had proposed the training, since I knew how important it was to him.

I told him that we had to train

again, and we had to change the culture from the top down.

The lesson our company learned: Culture will always trump the code.

It doesn't matter what your company has in writing, or what the posters hanging up say, if it's not reflected in everyone's actions.

So that's exactly what we focus on now.

(Allan Bachman, anti-fraud consultant & trainer, as presented at the A/P P2P Conference & Expo, Orlando, FL)

Indeed allows remote work until July 2021

As offices around the globe open up, Indeed has done the opposite, permitting their workers to continue working from home until next year.

Indeed's Senior VP of global HR Paul Wolfe says the company made the decision in order to make it easier for employees to plan for their life needs impacted by the pandemic, such as living situations.

Even for companies that are reopening, remote work will likely stay in the picture. According to a recent Gartner survey of organizational leaders, 80% plan to permit remote work a few days a week as they reopen.

Info: bit.ly/Indeed562

Key issues in work culture worsened by pandemic

Unsurprisingly, the workplace changes brought on by the pandemic have left a detrimental mark on some employee sentiments.

According to a report released by Emtrain, there was an 11% drop in the number of employees who rated their workplace culture as "healthy" in the context of preventing workplace harassment.

There was also a 10% decrease

in employees who agreed with the sentiment that there are "well-understood norms of behavior" in the workplace, which indicates an overall decline in workplace health.

Info: bit.ly/culture562

Employers making strides in disability inclusion

According to a report facilitated by Disability:IN and the AAPD, the number of companies that scored an 80% or above on The Disability Equality Index (DEI) – an annual benchmark that allows companies to measure inclusion against competitors – has more than quadrupled in the span of five years.

205 of 247 participating companies in 2020 scored above 80%, compared to just 43 in 2015. Several companies even scored 100%, including PwC, CVS Health and Dell Technologies.

Info: bit.ly/disability562

Lighter side: Broadcaster's tooth falls out on live TV

Looking to up your teleconference game? Here's one example of keeping your cool on camera, no matter what.

Marichka Padalko, a news reporter for Ukraine's TSN channel, was on a live broadcast when her front tooth fell out.

WHAT COMPANIES TOLD US

Remote work

To what extent will you allow remote work after the pandemic is over?

On a full-time basis



On a part-time basis



Flex hours only



Source: Gartner

The COVID-19 pandemic has really changed the way we work. Over 80% of companies said that, even after reopening, they'll allow remote work to continue – even if it's just on a part-time basis.

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

But instead of stopping the broadcast, Padalko casually put her hand in front of her mouth and grabbed the tooth.

Apparently, she had gotten a tooth repair recently, but forgot about the "avoid hard foods" rule.

So don't worry if your kids have been interrupting your Zoom calls. At least your teeth are intact.

Info: bit.ly/tooth562

Sharpen your judgment...

THE DECISION

(See case on Page 2)

No. The company won in the district court, but the 6th Circuit reversed and remanded its decision.

The district court ruled in favor of the company, saying a mere predisposition to a qualifying condition under the ADA doesn't warrant protection. The ADA states that any "physical impairment that substantially limits normal cell growth" qualifies as a disability, but because Sharon initially generalized her condition as breast cancer, she didn't provide evidence that her actual condition fell within in this category.

The 6th Circuit disagreed, pointing out Sharon's

precancerous mutation was serious enough to warrant a double mastectomy. This alone could be enough to meet the ADA criteria, said the circuit court.

■ Analysis: Don't make medical judgments

Employers are allowed to require medical exams to support a worker's request for accommodation. When necessary, employers should take advantage of this instead of making their own judgments to avoid any lawsuits over an employee's ADA eligibility.

But generally, the focus should be on discussing available accommodations, not arguing over whether a condition actually warrants them. In most situations, the employer and employee can come to a solution without having to involve a healthcare professional.

Cite: Darby v. Childvine, et al., U.S. Ct. of App. 6th Circ., No. 19-4214, 6/30/20. Fictionalized for dramatic effect.

Improved our wellness initiatives and programs after listening to staff

■ Employee surveys and focus groups gave us honest input

Our wellness initiatives came out of our leadership team listening to our employees and making a healthy workplace culture a strategic priority.

A few years ago, we surveyed our entire staff, asking for honest input on their work environment and issues such as stress, supervision and communication.

The survey and follow-up focus groups identified a number of areas that needed improvement. And the percentage of our team who said they would recommend our organization as a great place to work was way too low.

Everyone's participating

Based on that input, leadership expanded our wellness committee to create the Healthy Workplace Council (HWC) with a beefed-up budget and mission.

The HWC is charged with providing programs and initiatives, and getting everyone to participate.

The council focuses on five aspects of well-being:

- physical
- social
- community
- financial, and
- purpose.

Healthy options

Our office is located on a beautiful, wooded campus. It's the perfect place for a brisk walk during a break, by yourself or as part of our walking program.

We provide lots of healthy food options in our break rooms, like fresh fruit, yogurt and granola. And we offer a variety of on-site health screenings, flu shots, weight

management and other services.

On the financial side, we constantly monitor the job market to ensure our pay and benefits are competitive. We provide financial education sessions from our retirement benefits providers.

Workers have access to free support and materials to complete professional certifications that boost earnings power. And we give bonuses to everyone who completes the courses.

We sponsor a variety of employee after-work sports, gaming activities and outings, and we make sure to celebrate co-workers with on-site events. Our team constantly holds fundraisers, volunteers and donates clothing, food and blood to help neighbors in need.

Morale has improved

At performance reviews, we encourage everyone to apply for job openings and transfers to match their skills and interests to their work.

Teams, committees and councils provide collaboration and leadership opportunities.

Two years after our original survey, morale has improved, and a significantly higher percentage of staff would recommend our company as a great place to work.

Our follow-up survey found that communication, leadership/management, collaboration, HR support, work/life balance and staff recognition had also improved.

(Ann Godsell, director of professional development, International Foundation of Employee Benefits Plans, Brookfield, WI)

■ Remote onboarding: 4 best practices to reduce challenges

Hiring and onboarding have undergone major shifts in past months due to remote work.

A 2020 Addison Group report surveyed over 500 hiring managers in late April and found the majority have been able to successfully adjust their approach to the times.

In fact, most workplaces already had access to tech tools for a remote hiring process. The only real difference is being in two different rooms during the interview.

Setting up for success

Remote onboarding is a different story. Without the hands-on and visual aspect, it can be difficult to guide the new hire. Addison Group's CEO Thomas Moran offers four insights into successful remote onboarding.

His first tip is to acknowledge the challenges. The top areas managers struggle with in remote onboarding are skills training, team introductions and technology setup. With this in mind, managers can try to plan ahead.

On that note, managers should personalize onboarding plans to each new hire. In these plans, expectations and goals should be outlined to provide the new hire a sense of direction. Involve the people who will be working closely with the new hire so that everyone's on the same page.

Moran also suggests allowing new hires to attend online courses. Provide a quiz after each course to ensure they retained the info, and reinforce their learning through discussions.

Lastly, managers should emphasize frequent communication. Make it clear that there's no such thing as over-communicating. A constant back-and-forth will help foster a tight-knit workplace where goals and productivity are constantly promoted.

Info: bit.ly/hiring562

Case Study:
WHAT
WORKED,
WHAT
DIDN'T

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.

In need of a mid-pandemic reset: What can we offer in lieu of vacation time?

The Scenario

HR manager Stu Capper just sat down after getting his coffee when employee Jonathan Kim knocked on his door.

"Good morning, Stu," Jonathan said. "Do you have time to talk?"

"Sure, what's up?" asked Stu.

"Well, I already mentioned it to the department manager, but I figured you should know, too," Jonathan said.

Stu raised an eyebrow curiously, and Jonathan laughed. "Don't worry, it's nothing crazy. I've just been talking around, and with all the chaos going on, a lot of us feel burned out ..."

Deterred from vacation

"And usually when you feel burned out, you take a vacation. But with everything

going on right now, some people feel like that's not really an option anymore," Jonathan said.

"I definitely hear that," said Stu, nodding. "I've heard concerns about not being able to use saved up PTO because of all the safeguards in place."

"Yeah, and even beyond travel restrictions, I think some people are afraid to take the time off right now," said Jonathan. "They don't want to look like a bad worker, bailing on the rest of the team during a difficult time."

He continued. "But it's not healthy for everyone to just power through out of necessity. You can tell that morale's down."

"Too much work is a bad thing, yes. I'll discuss things with your manager," Stu said. "Thanks, Jon."

If you were Stu, what would you do next?

Reader Responses

1 Linda Pappajohn, HR director, Santora CPA Group, Newark, DE

What Linda would do: I would hold a "staycation" contest, challenging employees to create an at-home or local vacation. They'd be asked to submit photos of their "staycation" activities and sights into the contest, which we'd display and invite everyone to vote on the "Most Creative," "Most Couch-Potato," etc. We could even offer prizes for the winners.

Reason: A contest is a fun way to show employees we encourage them to take vacation time. And the competitive aspect of voting on the best "staycation" will bring the staff together for some much needed relief in the office.

2 Dan Whitehead, controller, Montezuma Water Company, Dolores, CO

What Dan would do: I'd send out emails and letters, encouraging employees to take some time off to visit local attractions or

simply relax at home. These communications could include links to some attraction sites or ideas for fun things to do at home.

Reason: Employees just need reassurance that it's acceptable to take a vacation during this time. Many people associate vacation with traveling, but there are plenty of things to do locally.

3 Elizabeth Brady, HR coordinator, Medical Teams International, Portland, OR

What Elizabeth would do: I'd help employees avoid burnout by referring them to our employee assistance program (EAP) or other resources on how to handle stress. We could also designate one day a week where meetings aren't allowed to be scheduled to help employees better manage workloads.

Reason: You can't force employees to take vacation time – especially if they don't currently feel comfortable doing so. Focusing on other tangible ways to address stress and burnout is the way to go, considering we don't know how much longer the pandemic will go on.

QUOTES

Respect your efforts, respect yourself. Self-respect leads to self-discipline. When you have both firmly under your belt, that's real power.

Clint Eastwood

T rue friendship can afford true knowledge. It does not depend on darkness and ignorance.

Henry David Thoreau

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

Buddha

T ime is a sort of river of passing events, and strong is its current; no sooner is a thing brought to sight than it is swept by and another takes its place, and this too will be swept away.

Marcus Aurelius

I do not want the peace which passeth understanding, I want the understanding that bringeth peace.

Helen Keller