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HRMORNING

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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.

Back to school: Handling employees with kids at home

■ *Employment lawyers address your top concerns*

As if dealing with a global pandemic and a remote workforce isn't challenging enough, employers will be facing another roadblock this fall when school is back in session.

Back-to-school season will be anything but normal, and most schools have opted for at least partial remote learning. This means that many parents are going to have to stay home with their children – which will cause major headaches in the workplace.

The employment law attorneys at the firm Cozen O'Connor recognize that HR pros and managers are going to have a lot of questions about how to handle this issue – so they released

detailed guidance on the topic.

Emergency paid FMLA

Under the Families First Coronavirus Response Act (FFCRA), emergency paid leave is available under certain circumstances.

Here's when employees can take paid leave under the FFCRA:

1. **When their child is out of school due to COVID-19-related reasons.** Up to 12 weeks of paid leave is available to employees if their child's school or place of care is closed due to the coronavirus, and the employee is

(Please see School ... on Page 2)

Judge adjusts DOL's emergency paid leave regs

■ *Several provisions of the FFCRA struck down*

A federal judge has ruled that some of the DOL's Families First Coronavirus Response Act's (FFCRA) regulations involving paid leave exceeded the agency's authority.

Here are the specific regulations that were struck down:

- the rule's work-availability requirement
- the definition of "healthcare provider" for the purposes of excluding certain health professionals from emergency leave benefits
- the requirement that employees

obtain consent to take intermittent FFCRA leave, and

- the requirement that documentation be provided by a worker before taking FFCRA leave.

What stays the same

The judge permitted certain regulations to continue, such as the ban on intermittent leave for qualifying reasons, like conditions that carry an increased risk of infections.

Click: bit.ly/FFCRA563

School ...

(continued from Page 1)

unable to work or telework.

During the first 10 days of this leave, employees may substitute accrued PTO or sick time.

2. When their child's school is physically closed, but is in session online. Employees can take FFCRA leave if the physical location of the child's school is closed, but they're still expected to complete assignments.

3. When their child's school is operating on a hybrid model, it depends. If a school is only physically open part-time, an employee may be able to take intermittent paid leave – but it's up to the employer.

In this instance, the employee and manager can work out a modified schedule to accommodate this. It's not required under the FFCRA, but it's a good practice – especially if your company has a history of allowing intermittent leave in other situations.

Here's when employees can't take paid leave under the FFCRA:

1. When their child's school is open, but the parent decides to homeschool them. Paid leave isn't available in this circumstance under the FFCRA.

It's also currently unknown whether paid leave would be available in cases where schools allow the parents to decide whether they want to send their child to school or have them learn remotely.

Continued remote work

Many employers are also concerned that it'll be difficult for employees to work from home productively while also caring for their child and/or assisting with school work.

Here's what Cozen O'Connor's team had to say about that:

1. Hours still need to be recorded accurately at home. While it's difficult to track hours worked when employees are remote, it's still just as essential – particularly for nonexempt workers.

For employers, it's important to communicate to your hourly workers that they're expected to continue to track their breaks and to take note of any child care-related interruptions.

2. You aren't required to pay currently remote employees the same salaries they earned in the office. Employers have the ability to reduce employees' pay, but it's important to review local and federal laws before doing so.

Also, make sure wages don't fall below minimum wage or the overtime threshold for exempt employees.

3. You may be required to reimburse remote employees for at-home business expenses. Many states require employers to cover workers' business expenses, so it's important to check your local laws.

Even if it's not required, it's a good idea to do it anyway, as it can take some of the burden off your staff during this difficult time.

Info: bit.ly/school563

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.

■ Long delay in accommodating worker: ADA violation?

HR manager Lynn Rondo was thinking about local vacation spots to visit when employee Charlie Harlan entered her office.

"Good morning, Lynn," he said, offering her an apologetic smile. "Do you have a few minutes?"

Lynn gestured for him to enter. "Of course, what's going on?"

"Well, I wanted to talk to you about my manager, Kim. I've asked for accommodations every week due to my knee pain, but she's never done anything. In fact, she only ever made things worse!"

Ignored request

"Worse?" Lynn asked. "What accommodations did you request?"

"The company assigned me a van to transport clients," said Charlie. "But it was so cramped that it was hurting my knees. Plus, something was wonky with the engine."

Lynn tapped a finger to her chin. "So you asked for a new van?"

"Yeah, but it took Kim 11 months to actually do anything about it. And when she finally did, she got me a van that was even worse than the one I had." Charlie shook his head, frustrated.

"Was Kim trying to get you a new van during those 11 months?" asked Lynn.

"No, she was just ignoring me!"

A few months later, Charlie sued for failure to accommodate. 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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Strict medical restrictions disqualified employee for her job, court says

■ Worker was ineligible for ADA protections

When an employee has an injury or disability, the ADA requires employers to grant reasonable accommodations.

But what happens when the employee's injury prevents them from performing an essential part of their job?

Lifting requirement

Janet Kotaska worked for FedEx in Illinois when she injured herself. Kotaska eventually returned to work, but she was unable to lift more than 15 pounds over her head.

Her job description required her to lift up to 75 pounds. Since Kotaska couldn't do this, and there was no accommodation available, FedEx terminated her.

Kotaska sued, claiming an ADA

violation. She argued that while the official job description required delivery people to lift up to 75 pounds, most packages she delivered were around 15 pounds.

However, the 7th Circuit ruled against Kotaska. It said the debate over the lifting requirement was irrelevant. Kotaska's lifting restrictions were so stringent she wasn't ADA-protected, the court said.

The 7th Circuit agreed with the company that there was no reasonable accommodation for Kotaska. Her firing didn't violate the ADA.

This case reinforces that employers aren't expected to remove or alter essential job functions to accommodate an injured worker.

Cite: Kotaska v. Federal Express, 7/17/20.

She never asked for a promotion, and never got one: Can she still sue for gender bias?

■ Court said discrimination discouraged employee from applying

To show interest in a promotion, most employees would apply for the job.

But one worker claimed to have experienced sex discrimination, which discouraged her from applying for a promotion. Here's a breakdown of the recent case.

Deterred from applying

Sarah Hernandez worked at several Walmart stores in Illinois. She was a good employee and eventually became a manager in training.

However, upon completing the training program, Hernandez says she was treated differently than male trainees. Hernandez claims her manager made it clear he would not

support her for a promotion. She also alleges she was disciplined more severely than her male counterparts.

Because of these issues, Hernandez didn't apply for the promotion. She was later fired, and she sued for sex discrimination.

Walmart argued there could be no sex discrimination since Hernandez never applied for the promotion, but the court disagreed.

It said that Hernandez offered enough evidence to potentially prove she was deterred from applying for the promotion because she was a woman. The case is ongoing.

Cite: Hernandez v. Walmart Stores, Inc., 7/20/20.

■ Religious discrimination lands major airline in legal trouble

One company failed to accommodate an employee's religious request, and the EEOC filed a lawsuit.

United Airlines discriminated against one of its New York pilots when it refused to modify a part of its addiction treatment program that conflicted with his religious beliefs, the EEOC says.

Due to an alcohol dependency, the pilot lost his certificate from the Federal Aviation Administration. Attending AA meetings was one of the requirements for obtaining a new certificate, but as a Buddhist, the pilot objected to the religious content of AA.

He requested attending a Buddhism-based support group in lieu of the AA meetings, but the airline refused. As a result of the refusal, the employee was unable to obtain a new certificate, which also prevented him from being able to fly. The lawsuit is pending.

Info: bit.ly/religion563

■ Biz retaliated for harassment complaint, gets sued

When an employee was subjected to repeated sexual harassment by a company owner, the EEOC taught the company a lesson.

According to the lawsuit, Shelley's Septic Tank Inc. in Florida violated the Civil Rights Act when it retaliated against a worker by firing him after he filed a sexual harassment complaint.

The employee was subjected to multiple sexually charged comments and unwelcome physical contact from the company owner during work. Even after repeated objections, the owner continued harassing him.

This led the worker to file a complaint. When the company owner found out, he fired him four days later. The lawsuit is pending.

Info: bit.ly/harassment563

Experts give their solutions to difficult workplace problems

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

What's the quarantine period for worker with COVID-19?

Q: We've been quarantining COVID-19-positive employees and those exposed to the virus for 14 days. Is that still in line with official guidelines?

A: The Centers for Disease Control and Prevention (CDC) recently updated its quarantine guidelines, changing the recommended quarantine period from 14 days to 10.

This change comes on the heels of new research, which revealed that those with mild to moderate COVID-19 symptoms typically are no longer infectious 10 days after the symptoms first began.

Those with severe symptoms or who have underlying health conditions can remain infectious up to 20 days after symptoms appeared, so they should be quarantined for at least that long.

The CDC suggests that deciding when to end each person's quarantine should be based on their symptoms, rather than test results.

However, the 14-day quarantine recommendation still stands for those who were exposed to the virus, but never presented symptoms.

Do we have to accommodate employees' legal opioid use?

Q: There's an employee who is lawfully using prescribed opioids to treat a medical condition, but

since they operate machinery, we're concerned about safety issues arising. Can they still do their job? What are our responsibilities under the ADA?

A: The EEOC recently clarified that employees who are using opioids legally must be accommodated. This also applies to those who are currently in treatment for or are recovering from opioid addiction.

Some possible accommodations include more frequent breaks or an adjusted work schedule to allow the employee to receive treatment or attend therapy. Another possible accommodation is a temporary transfer to another position.

If you have legitimate safety concerns – such as your employee operating heavy machinery – you could require the worker to undergo a medical exam to get more information on how the medication may affect their performance.

If the doctor confirms it isn't safe for the employee to do their job due to the opioid usage, you may be able to replace them.

However, if the employee is in recovery and will be able to come back to their post once they are no longer using opioids, employers may be required to hold the job for them.

It's always better to err on the side of caution and do all you can to accommodate the employee.

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

EFFECTIVE COMMUNICATION

Overcoming the return-to-work slump with recognition

As offices around the globe begin to reopen, new workplace challenges await. With social distancing and restrictions on workplace interactions, employees are likely feeling a bit isolated.

You might have even noticed a slump in productivity and morale as a result of all the changes. Not to mention, some workers are apprehensive about being back in the workplace.

Acknowledging that this is a difficult time and recognizing the extra effort everyone is contributing is crucial to maintaining positivity in your office right now.

3 ways of appreciation

Here's how to show your staff you recognize their hard work during this difficult time, according to Inspirus' VP of customer experience, Theresa Harkins:

1. **Cater to their preferences.** Employees like to be recognized in different ways – there's no one-size-fits-all answer. Some may prefer one-on-one praise, while others enjoy public appreciation. Encourage your managers to ask employees how they like being recognized at work.

2. **Check in regularly.** As mentioned, the distancing measures at work have likely left employees with some feelings of loneliness. And because of all the daunting protocols, they may feel hesitant to approach you face-to-face. Make an effort to check up on employees and remain open to any questions or concerns – even if it has to be while standing six feet away.

3. **Be open about gratitude.** Just one comment about how they're doing a good job can make a big difference in someone's day. Make note of the creative ways employees are helping their colleagues despite the circumstances, and recognize that behavior.

Info: bit.ly/recognition563

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 **No-meeting Fridays help ease workers' stress**

Just like for the majority of companies, things are a little chaotic at our organization right now due to the pandemic.

We have our people working from home, but naturally, everyone is stressed during these uncertain times.

Working from home presents new challenges, such as feeling the pressure to always be “on” and available.

It can be overwhelming. And usually, when employees are feeling

stressed or burned out, they can take a vacation. But many are choosing to forego a vacation due to concerns about travel and job security.

We knew we needed to do something to help ease the pressure everyone was feeling.

Day to play catch-up

So, we had the idea to declare Fridays “no-meeting days.” No one at our company was allowed to schedule meetings for Fridays.

Instead, employees were encouraged to use Friday

to catch up on any work they might not have gotten to during the week.

With a guaranteed day of no interruptions, employees are a lot more productive and efficient. They don't feel as much pressure to work long hours during the week because they know they'll have extra time on Friday to wrap things up.

So far, this has really helped ease a lot of people's stress levels.

(Elizabeth Brady, HR coordinator, Medical Teams International, Portland, OR)

**REAL
PROBLEMS,
REAL
SOLUTIONS**

2 **Checklists keep me on track and efficient**

People often came to my desk with little questions or problems.

For example, employees would forget their system password and need me to reset it.

Because I'm pretty good at multitasking and working without stopping, most of the time it didn't bother me.

But when there were distractions on days I had pressing projects on my plate, it seemed to take much longer

to get back on track.

I needed a way to be focused, efficient and organized on my busiest days, ensuring payments were made correctly and on time.

Quick references

Something that helps me from getting too sidetracked – especially when things are hectic – is a set of checklists that I refer to.

Among them are:

- tasks that must be done daily

- tasks that need to be done each week
- quarterly reports, and
- year-end projects.

One area in particular where my checklists are a lifesaver is during the process of employee reviews, so I don't miss any vital steps.

My checklists are like having a GPS to guide me through my day, helping me prioritize tasks and save time.

(Cindy Maulick, payroll specialist, W. Atlee Burpee Co., Warminster, PA)

3 **We got recruiters and HR to collaborate better**

Recruiters and HR pros have the same goal – to fill an open job with the best candidate.

So why does it often feel like these two groups are competing against each other?

We had issues where recruiters were focused on giving us as many candidates as possible, thinking that would help fill the role faster.

But we wanted quality over quantity. And the quality they were

sending us just wasn't quite where it needed to be.

Our recruiters were looking at this task like a sprint – but it's not.

Running the relay

The solution we came up with was to get everyone together – our recruiters and our HR department – to discuss how we could work more efficiently as a team.

After talking, we discovered the disconnect was happening because each group was trying to do its own thing without understanding what the

other truly needed.

We adopted the mindset that we were all part of a relay race – which has to be run in a coordinated fashion. Our HR staff started to realize recruiters are more adept at knowing employment trends, and our recruiters became more mindful of HR's goals and timelines.

Now, we have almost daily chats between recruiting and HR, which helps us hire more successfully.

(Robin Schooling, HR and people strategy, Peridus Group, as presented at the ERE 2020 Digital Conference)

Study: Employees crave feedback – even now

Just because some or all of your employees may be remote right now doesn't mean they don't want employers to stay in touch.

A recent survey by Reflektive revealed that 89% of employees wish to receive feedback from their managers on a monthly basis – at least. This includes formal conversations about performance.

If this is a surprising number, it might be because 25% of employees aren't sure how to ask for feedback – despite 85% of managers believing workers are clear on how to request feedback. This reveals a huge disconnect in the process.

Empowering employees through constructive conversations can help them get through these tough times.

Info: bit.ly/feedback563

SHRM reports big gaps in racial equality at work

The Society for Human Resource Management (SHRM) recently conducted two surveys that revealed major gaps in employees' perception of racial disparities in the workplace.

Nearly half of all African-American HR professionals reported racial discrimination exists in the workplace,

compared to only 13% of white respondents.

Additionally, 54% of African-American employees said their employers aren't making racial equality a priority, while only 29% of white workers agreed.

Info: bit.ly/equality563

Pandemic meetings are more frequent, but shorter

With the majority of employees still working from home, meetings have become a more frequent occurrence.

According to the National Bureau of Economic Research, the number of meetings has increased 13%. The number of employees attending these meetings has also increased 13.5%.

However, while there are more meetings, the average length has decreased by 20%.

Info: bit.ly/meetings563

Lighter side: U.K.'s top diplomatic cat retires

The U.K. Foreign Office is sad to be losing a valued, furry employee.

Palmerston, an adorable black-and-white rescue cat, was in charge of eliminating any mice at the foreign office. However, Palmerston found himself enjoying his time off due to

WHAT COMPANIES TOLD US

Return to work preferences

What COVID-19 safety measures do employees believe are necessary?



Source: JDP

Most workers won't feel safe returning to the workplace without serious safety measures. Almost everyone (86%) favors a staggered four-day workweek to minimize the risk of getting the virus.

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

the pandemic a little too much, and has sent in his letter of resignation.

"I have found life away from the front line relaxed, quieter and easier," Palmerston wrote. He signed the letter with two paw prints.

His colleagues will miss him, but they probably won't miss Palmerston's "presents" of dead mouse carcasses.

Info: bit.ly/palmerston563

Sharpen your judgment...

THE DECISION

(See case on Page 2)

No. While the company won in district court, a judge reversed the decision on appeal.

The company argued regardless of the delay, it didn't fail to accommodate Charlie because he was ultimately provided with a new van. A delay in an accommodation doesn't equate to its denial, the company said.

A district court accepted this claim, but the circuit court disagreed, saying the question of whether an 11-month delay in providing accommodations is unreasonable remains up in the air.

The circuit court emphasized that replacing a single

van for an employee isn't an "especially burdensome" accommodation, so the factors that led to the delay must be considered. The case is ongoing.

■ Analysis: Make good faith efforts to accommodate

While this case could go either way, similar decisions in the past have focused on the employer's efforts to accommodate during the delay. Those who were able to show they engaged in an interactive process typically came out on top, even in one case with a two-year delay.

Managers should maintain open communication with the worker who requested accommodations throughout the entire process. If any delays should arise, make it clear to the employee, and explore alternatives for best results.

Cite: McCray v. Department of Veterans Affairs, U.S. Crt. of App. 7th Circ., No. 19-3145, 7/16/20. *Fictionalized for dramatic effect.*

Focusing more on professional development is key to retention

■ *Plus, hiring changes helped us find the right talent*

Most companies would agree that talent is the No. 1 predictor of future success. Everybody's obsessed with three things around that: attracting, retaining and developing talent.

The mistake many companies make is it's done in this order of attracting first. And everyone will talk a lot about retaining talent, especially top performers.

But development usually gets talked about last or not at all.

We've found it to be reversed in order of importance: Development is the single most important element.

Setting priorities

Making talent development a priority always matters – if your company has developed talent better than anyone, you'll retain your top talent.

That's because if an employee gets a great education, they're actually getting more from the job than just compensation.

When you develop people well, you retain them, and when you develop and retain well, you attract the best ones to come into your company.

Look at sports teams that are notorious for developing the best players or teaching hospitals that are renowned for creating the best doctors: There's a line of people trying to get in there, and the ones who are there are trying to stay.

Feedback is critical

Within development, we've found feedback to be the most critical part. You must build your culture so that feedback occurs on a regular basis.

People improve fastest by making microadjustments in real time.

In most companies, the opposite occurs: There are one or two performance evaluations with compensation adjustments maybe once a year.

Humility's key to our culture

Now, performance reviews are based on revenue contributions, as well as cultural contributions. And humility's at the core of our culture.

We used to screen exclusively for stunningly brilliant people. We built a team of people who didn't care at what cost they won – it was all about who was the smartest.

And that was a mistake.

When you look at the most elite performers in the world, you see how important a role humility plays.

But, when you hire, you don't think about that. You think about confidence, drive or intelligence.

We still look for all of that, but now we ask questions that reveal whether candidates have humility.

Increased diversity

It's been game-changing. When we didn't screen for humility, 90% or 95% of engineers were men, but when we started screening for humility, diversity showed up.

Now, one-third of our leadership is female and one-third of our engineers are women – things you might not expect at a tech company.

(Charlie Kim and Meghan Messenger, co-CEOs, Next Jump, New York)

Case Study:
WHAT
WORKED,
WHAT
DIDN'T

■ Measuring the value of benefits communication

You work hard to make all of your benefits communications be the best they can be.

But where does all that work end up? It can be tough for you to know how effective your benefits communications have been.

You're not alone. Studies have shown that as many as 40% of companies can't effectively measure internal communications.

As you refine your benefits communications strategy for an increasingly remote workforce, here are some of the things you should be measuring.

Open rates, click rates

You can look to the digital experts. Ask your colleagues in Marketing to show you how keeping track of email open rates and click rates gives you valuable insight about:

- how often employees actually engage with benefits' communications
- what time is best for sending different messages, and
- which of your carefully crafted content and subject lines capture the most attention.

Responses and feedback

Great communication is never one way. Adding social media tools that capture employee feedback lets you drill down on your engagement metrics, such as:

- How often do workers comment on benefits stories and news?
- Do they ever "like" your posts?
- Do they tag co-workers to alert them to what you're sharing?

And remember, when it's time to measure your own performance, these metrics let you show just how effective and valuable your benefits communication team is.

Info: bit.ly/benefits563

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.

Co-workers' jokes are crossing the line: How can HR address this harassment?

The Scenario

HR manager Stu Capper was just about to dig into his chicken salad sandwich when employee Lulu Martin knocked on his door.

"Sorry to interrupt, Stu, but can I talk to you?" Lulu asked.

"Of course," Stu said, pushing his sandwich aside for now. "What's up?"

Lulu sat down and sighed. "It's just a few of the younger guys. Phil and Darren have been making some inappropriate comments and jokes for a while now, and I just can't take it anymore."

Just kidding?

Stu frowned. "I'm sorry to hear that," he said. "What kind of things are they saying?"

"Well, a few weeks ago I overheard them discussing which women in the office they

find the most attractive," Lulu said. "I was on the other side of Phil's cube wall, so I didn't say anything. I don't even think they knew I was there.

"But today, it just got to be too much," Lulu continued. "We were going into a conference room for a meeting, and there weren't enough chairs. When I went to go find one, Darren said I could sit on his lap."

"Oh dear," Stu mumbled.

"He said he was just kidding," Lulu said. "But it's making me uncomfortable."

"You have every right to feel that way," Stu said. "That's unacceptable."

"I don't want them to get in a lot of trouble," Lulu said. "I just don't think they realize when they're crossing the line."

"Don't worry, Lulu, I'll take care of this," Stu said.

If you were Stu, what would you do next?

no inappropriate jokes are made again. If Phil or Darren violate these terms, they'll be suspended – or even fired.

Reason: Harassment, no matter how small, is unacceptable. This approach will show Phil and Darren that we're serious – and that there will be consequences if they don't get their act together.

3 Jo Ann Rothenberg, VP of HR, LT Apparel Group, New York

What Jo Ann would do: I'd revamp our harassment policies and training methods to ensure inappropriate jokes and conversations are expressly forbidden. While retraining our employees, I'd work hard to make it as engaging as possible so the message sinks in.

Reason: Often, harassment policies aren't updated or gone over as much as they should be. By clearly stating that inappropriate jokes are banned and conducting training about harassment, there are no excuses for Phil and Darren's conduct. In the future, if this behavior continues, more severe discipline can take place.

QUOTES

Opportunity is missed by most people because it is dressed in overalls and looks like work.

Thomas Edison

If you are going to achieve excellence in big things, you develop the habit in little matters. Excellence is not an exception, it is a prevailing attitude.

Colin Powell

You are the sum total of everything you've ever seen, heard, eaten, smelled, been told, forgot – it's all there. Everything influences each of us, and because of that, I try to make sure that my experiences are positive.

Maya Angelou

If you don't know where you are going, any road will take you there.

Lewis Carroll

You gain strength, courage and confidence by every experience in which you really stop to look fear in the face. You are able to say, 'I lived through this horror. I can take the next thing that comes along.'

Eleanor Roosevelt

Reader Responses

1 Connie Watt, HR coordinator, The Weatherly Inn, Tacoma, WA

What Connie would do: I'd put together a sexual harassment seminar immediately, outlining our policy in detail and giving concrete examples of unacceptable conduct.

Reason: Employers ask workers to read and sign harassment policies, and that's usually the end of it. But it's so important to ensure your staff knows what's considered harassment. Too often, employees don't see any issues with inappropriate jokes. You can't assume they know what harassment is and isn't – so it's helpful to spell it out.

2 Jeff Sager, director of manufacturing & operations, EMF Corporation, Angola, IN

What Jeff would do: I'd meet with Lulu, Phil and Darren and explain to the guys that their conduct crossed the line. I'd also institute a new rule for now: Phil and Darren can't interact with Lulu unless others are present, which will help ensure