
WHAT'S WORKING in Human Resources™

Inside information to improve the performance of your human resources, in a fast-read format, twice a month.

OCTOBER 22, 2013

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The Purpose of *What's Working in Human Resources*

WWHR is a fast-read source of ideas to help companies better manage their human assets and increase profitability.

Twice a month it offers real-world examples of how other companies cope with the bottom-line pressures in the new American workplace while still doing what's best for their people.

WWHR reports on the latest trends in training, development and employee communication. Plus it gives insight into what the most recent employment law decisions mean to your business, and keeps you up to date with the latest cost-saving strategies in benefits and compensation.

Contractor chaos: How to avoid feds', states' wrath

■ Government cracking down on ICs: What to watch

The feds and every state revenue department smell blood in the water when they see you employ a lot of independent contractors.

They suspect you're in cahoots to evade employment taxes, and they're poised to prove you should have treated them as employees – and sock you with a huge retroactive tax bill.

To make your independent contractor calls stand up to federal or state audits, here are 15 practical pointers, courtesy of attorney Richard Brann:

1. Train your managers

Training failures are why most companies lose their cases.

How? Their managers get too involved and start supervising the contractors as if they were employees.

2. Establish a written contract

The mere existence of a contract doesn't always definitively decide a case, but it sure helps.

3. Call him or her a 'contractor'

Call the worker a contractor or consultant in the contract – not staff.

4. Treat 'em as entrepreneurs

Train your managers to treat contractors as independent

(Please see Contractors ... on Page 2)

Largest race bias settlement ever: \$160M

■ Brokerage firm Merrill Lynch struggles with discrimination claims

This isn't the type of record any firm wants to be remembered for.

Brokerage firm Merrill Lynch has agreed to settle a class action race bias lawsuit for \$160 million – the largest amount of money ever distributed to plaintiffs in a race bias suit.

At the time the lawsuit was filed, lead plaintiff George McReynolds claimed that only one out of every 75 workers at the company was black.

McReynolds also said that after black workers were hired, they received little help from supervisors,

which left them disadvantaged and meant they were unfairly denied promotions and important accounts.

And that's not all ...

Less than two weeks after the settlement, Merrill Lynch settled a gender bias suit for \$39 million.

That settlement means that the firm has paid out nearly half a billion dollars to settle bias cases in the last 15 years.

Info: tinyurl.com/160Million

Contractors ...

(continued from Page 1)

businesspeople, not as employees. You wouldn't treat a plumber as a domestic staffer.

5. List services to be provided

Specificity always helps – vagueness or omissions can be held against you.

6. Limit 'control' provisions

Resist the urge to control manner and means of performance.

7. Stress contractor's authority

Stipulate that he or she is in charge of how work is to be performed.

8. Don't discipline contractors

Any discipline your managers mete

out makes contractors look more and more like employees. If they screw up, end their contract.

Also, limit any training provided.

Contractors are supposed to be highly trained individuals who know what they're doing.

Only train on hazards they may encounter that are specific to your worksite.

9. Describe method of payment

Never provide payment through the payroll process; always keep it separate through accounts payable.

10. Make the contractor pay taxes

Always specify in writing that the contractor is responsible for paying his or her own taxes.

11. Describe terms of contract

Make sure you list circumstances for early termination.

It especially helps if the arrangement is on a project basis.

12. Don't provide benefits

Don't provide contractors with benefits reserved for staff and don't provide equipment, either – they're supposed bring their own tools.

13. Don't make it exclusive

Make sure the contractor is allowed to work for others.

14. Require licenses, insurance

Require contractors to have licenses for their type of work and to carry their own workers' comp insurance.

15. Keep good records

Don't keep payroll records, but note when a contractor refused an assignment or performed work for others to bolster your case.

Info: Brann spoke at the 2013 Labor & Employment Law Advanced Practices (LEAP) symposium in Las Vegas.

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.

■ Was employee fired because he wouldn't date co-worker?

Attorney Eric Bressler walked into HR manager Lynn Rondo's office waving an envelope.

"Lynn," Eric said, "Tom Hughes is suing us, and his complaint is a laundry list of trouble: sex bias, retaliation and a hostile work environment."

HR manager Lynn Rondo sighed. "So I heard," she said.

"Well," Eric said, taking a seat, "since you already know about it, walk me through what happened."

It wasn't going to work out

Lynn sat back in her chair. "A woman in Tom's department, Barb, tried to set Tom up with a co-worker a few times. Tom kept asking Barb to stop, but it got so bad that he came to me and I had to talk to her.

"He thinks Barb's attempts amounted to a hostile work environment," Lynn continued. "And he's claiming retaliation because we fired him soon after he reported her."

"Why did we fire him?" Eric asked.

"His numbers had dropped to an all-time low," Lynn said.

"And the bias claim?" Eric asked.

"At the same time that all of this was going on, Tom applied for a promotion," Lynn said. "We filled the open positions with two women we thought were better qualified."

"Seems to check out to me," Eric said. "Let's hope the judge sees it the same way."

Did the firm win the case?"

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

WHAT'S WORKING in

Human Resources

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When a Facebook ‘like’ is protected speech: What it means for HR

■ *Ruling applies only to public firms – but for how long?*

The latest social media ruling just might expand employees’ rights on Facebook.

‘The equivalent of a political sign’

A sheriff in Hampton, VA, was running for reelection.

The problem? His direct reports refused to support him. In fact, they actively expressed support for his opponent, including “liking” the opponent’s Facebook page.

You can guess how well that turned out when the sheriff was reelected. He took out his frustrations with his staffers by refusing to reappoint them.

The former staffers turned right around and sued, claiming the sheriff violated their right to free speech under the First Amendment.

In a surprising ruling, an appeals

court found that “liking” something on Facebook is protected just as much as any written or spoken word.

That’s because, the court said, “liking” someone’s page is “the Internet equivalent of displaying a political sign in one’s front yard, which the Supreme Court has held is substantive speech.”

Yes, this ruling only applies to firms in the public sector – for now.

But experts like Porter Wright attorney Sara H. Jodka say it’s not long until a similar case plays out in the private sector:

“Employers, whether public or private ... should not be so quick to pull the trigger on a termination based solely on” a Facebook “like.”

Cite: *Bland v. Roberts, U.S. Circuit Ct. 4, No. 12-1671 (4:11-cv-00045-RAJ-TEM), 9/23/13.*

Court rules text message didn’t contain enough information to request FMLA leave

■ *Asking to be taken off call doesn’t qualify as notice of intention*

Texting can be great for employees who need to send managers a quick message. But when it comes to requesting FMLA leave, it can lead to a ton of headaches.

How could he know?

Chrisanne Lanier texted her supervisor at the University of Texas Southwestern Medical Center to say that since her father was ill, she wouldn’t be able to be on call for the evening.

Her supervisor took her off duty and scheduled her to make up her shift a few weeks later but she failed to show.

Lanier’s manager confronted her

and Lanier was fired.

She sued, claiming the hospital had unjustly denied her FMLA leave to care for her father and that it had retaliated against her for requesting it.

The court disagreed, saying Lanier hadn’t given sufficient notice for FMLA leave via her text.

Employees don’t have to use the phrase “FMLA leave” when requesting time off.

But Lanier’s short text, simply asking to be taken off call, wasn’t enough to convey a need for leave.

Cite: *Lanier v. University of Texas Southwestern Medical Center, U.S. Circuit Ct. 5, No. 12-10928, 6/12/13.*

■ **Another firm in trouble over criminal background checks**

First BMW, then Dollar General, and now JB Hunt Transport, Inc.

Those are the first three companies to be taken to task by the feds for their use of criminal background checks.

JB Hunt’s mistake: Having a blanket policy against hiring people with conviction records.

In 2009, an African-American man applied for a position with the company but was turned down, allegedly due to his conviction record.

The EEOC backed him up, saying the criminal charges were unrelated to the position he applied for.

JB Hunt decided to settle. As part of the agreement, the firm will review and revise its hiring process.

Info: tinyurl.com/JBHuntEEOC

■ **Firm ignored employee’s disability, forced to pay \$150k**

This firm found out discrimination isn’t worth the penalty.

James Tarver was born with a clubfoot and wears a foot brace.

Upon being hired by Luminant Mining Company LLC to operate heavy equipment, Tarver asked to not be required to stand on concrete for more than an hour a day to accommodate his disability.

Tarver’s supervisor eventually sent him to work in the coal barn, where he had to work all day standing on – you guessed it – concrete.

The firm fired him when he wasn’t able to keep up with the job’s physical demands.

The EEOC filed suit on Tarver’s behalf, and the company settled.

Now, in addition to paying Tarver \$150,000, the firm agreed to develop policies to provide reasonable accommodations and to prohibit bias and retaliation.

Info: tinyurl.com/LuminantMining

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, our experts answer those real-life questions.

Online bullying and harassment: Should we get involved?

Q: We've received a complaint that an employee is bullying his co-workers online. Should we get involved? And, if so, what should we do?

A: Yes, get involved, says Ana S. Salper (asalper@bakerlaw.com) and Nathan A. Schacht (nschacht@bakerlaw.com) on Employment Law Spotlight (EmploymentLawSpotlight.com).

Write and apply a uniform anti-harassment policy that says you treat all potentially harassing conduct similarly, whether it be face to face or through a digital medium.

Also note that a full investigation will be conducted – whether or not the conduct was through a social media platform.

How should we handle staffers' allergy concerns?

Q: We have someone in our office who's sensitive to fragrances. We don't want to tell everyone to not wear perfume or cologne, but we also want to accommodate her.

What can we do?

A: If you know a staffer has a serious allergy, first consider whether it amounts to a disability.

That's according to Linda M. Gorczynski (linda.gorczynski@squiresanders.com) on Squire Sanders' Employment Law Worldview blog (EmploymentLawWorldview.com).

If the allergy does constitute a disability, take action to accommodate the employee as you would for any other employee with a disability.

The key is not to readily dismiss an employee's request.

Instead, investigate, accommodate (if necessary) and document along the way.

She misses time for chemotherapy: Is it FMLA?

Q: We have an employee who occasionally misses work to undergo chemotherapy treatment.

Do her absences while she's receiving treatment qualify for FMLA leave?

A: Yes. Conditions that require multiple treatments from a healthcare provider can qualify as FMLA leave, according to the official FMLA regs (tinyurl.com/FMLAREgs).

The regs state that the following would likely qualify for FMLA leave:

- Employees who undergo restorative surgery after an accident or injury, or
- Staffers who have a condition that would likely result in a period of incapacity for more than three, consecutive, full calendar days in the absence of medical intervention or treatment (for example, chemotherapy treatment).

If you have an HR-related question, email it to Dan Wisniewski at: dwisniewski@pbp.com

EFFECTIVE COMMUNICATION

■ Don't be blinded by first impressions: 4 tips

First impressions can be hard to shake – especially when it comes to interviewing job applicants.

In fact, 90% of hiring managers maintain their first impressions of candidates even after they've been speaking with them for several minutes.

That can easily influence hiring decisions – and not always for the best.

Beyond the first 10 seconds

Here are some tools to use to help you make a more completely informed hiring choice:

1. Know what you're looking for. Take time before interviews to write down exactly what you're looking for in a candidate. Include notes on what skills are important and what problems your company needs to solve.

2. Take notes. Write down, in brief, what the applicant says and how he or she responds to your questions. After the interview, use your notes to see how the candidate stacks up against your criteria. This will also help prevent you from only retaining things that support your first impression.

3. Get others involved. If you test candidates' skills, like writing or coding, ask an employee you trust to look over the applicant's work after the interview. It always helps to get a fresh set of eyes. Plus, that employee won't have been affected by any negative first impressions.

4. Listen for "yes, buts." If you hear yourself responding to statements like "Jane has solid experience in marketing and is strong on analytics," with "Yes, but..." you could be relying on a first impression. Vague statements such as, "Yes, but Joe seems like a better candidate" can indicate you're just thinking with your gut – still influenced by those first 10 seconds.

Info: tinyurl.com/First10Seconds

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 We made our intranet user- and admin-friendly

Our company intranet was way past its prime.

Our HR department was the only division updating it – and it felt like no one was bothering to check in anymore anyway.

Plus, whenever there was something new to add, we had to put in a request with IT and wait for them to update it. Not very timely.

We decided the whole system needed to be revamped to make it both more interesting to our employees and

more user-friendly for us.

We ran the idea by IT, and they agreed to help us develop a new site.

Coming back for more

One of our goals was to make our HR site not only informative for our employees, but also something they'd want to check periodically.

So in addition to uploading our employee handbook, benefits information and other HR material, we also created a blog.

We use the blog to update employees about

HR news and to announce events like anniversaries and births.

It's a fun way to ensure our employees will check back every now and then.

Best of all, IT set up our new site in a way that allows us to update it ourselves so everything is timely.

It's been working great: Our HR site is the most visited site on our company intranet.

(Cheri Hostetler, HR manager, Independent Project Analysis, Ashburn, VA)

REAL PROBLEMS, REAL SOLUTIONS

2 Missed deadlines? Schedule change helped

Our managers were constantly struggling to get projects done when people were out of the office.

We knew that for any number of reasons – vacations, sick days, emergencies, etc. – employees were going to miss work. Nothing we could do about that.

But we're a small company, and when someone was out, it often wreaked havoc on deadlines.

We had to ensure that our

deadlines were always met – even when staffers were out of the office.

Change my way of living

That's why we opted to switch to a rotational job schedule.

What that means: Multiple staffers are now responsible for different tasks for a couple hours each throughout the day.

That way, every task is worked on at least a little every day – even if someone is out of the office.

The change has been a great success.

Not only does it mean our employees are on top of their work, but it's also made it very simple to cover for someone when they're out.

Bonus: It allows staffers to stay fresh on a wider range of duties in the workplace.

(Jutta Codori, controller, St. Landry Homestead Federal Savings Bank, Opelousas, LA)

3 3 things kept veteran staffers engaged

Like a lot of companies, employee engagement has become a crucial talking point between us and our employees – especially our long-time workers.

We knew what could happen if we didn't keep those staffers engaged – boredom, loss of morale and, eventually, their wealth of knowledge walking out the door and going somewhere else.

That's why we set about working

on new ways to keep our longest tenured workers engaged.

The 3 C's

Specifically, we focused on three areas:

- **Communication.** We made sure to be honest about our business ups and downs, which has helped build trust.
- **Consideration.** We do everything we can to alleviate hardships for older workers. For example, we make sure those employees get enough

hours to maintain their medical benefits. Some of those workers then put in overtime to help us meet certain goals.

- **Challenges.** We set up training for veteran staffers on new areas they'd like to learn more about.

Keeping engagement front of mind has allowed us not only to retain our long-term employees but also to keep them happy and engaged.

That's been great for our retention and turnover numbers.

(Leonard Leong, VP, Royal Contracting Co., Ltd., Honolulu)

Background check complaints? EEOC responds

Thanks to the aggressive enforcement of its criminal background check guidance, the Equal Employment Opportunity Commission (EEOC) has come under fire from both federal judges and HR pros.

Now the EEOC has responded.

Nine states' Attorneys General had written to EEOC chair Jacqueline Berrien to ask that the agency reconsider its criminal background check stance.

Berrien responded that the agency is not anti-background check and that the criticism is based on a "misunderstanding" of the agency's attempts to limit the disparate impact criminal background checks can have on members of certain race.

Whether you agree with Berrien or not, one thing's clear: There's still a lot of confusion over how and when criminal background checks are legal. (See related story, Page 3.)

Info: tinyurl.com/EEOCLetter

ICE, ICE baby: Feds launch 'silent raids' of 1,000 firms

Here's hoping your I-9 paperwork is in order.

Immigration and Customs

Enforcement (ICE) recently launched a "silent raid," going after 1,000 companies suspected of using undocumented workers.

The raids – the largest since July 2009 – require firms to submit a full audit of their I-9s.

The industries primarily targeted: food service and high-tech manufacturing companies.

Info: tinyurl.com/I9andICE

Grab the Spanish version of the FMLA poster pronto

Hot on the heels of the recently updated FMLA and its subsequently updated poster comes a Spanish-language poster for companies to use.

Are you required to put it up in your workplace? The DOL regs state that where an employer's workforce "is comprised of a significant portion of workers who are not literate in English, the employer shall provide the general notice in a language in which the employees are literate."

Info: tinyurl.com/SpanishFMLA

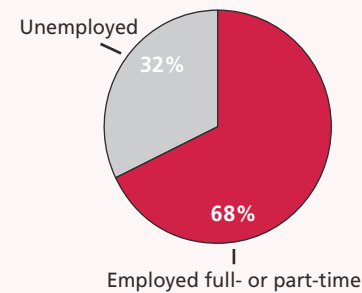
Lighter side: The 3 most outrageous resume blunders

Talk about making a bad first impression. CareerBuilder is back with another list of bizarre resume

WHAT COMPANIES TOLD US

How's your anti-drug policy?

What percentage of current illicit drug users are employed?



Source: Substance Abuse & Human Services survey of 63,000 people

Workplace drug use remains an issue for firms – new research shows both marijuana and heroin use have increased. And it's not just youngsters either: Illicit drug use by people ages 50 to 64 more than doubled in the past decade.

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

missteps. Here are some of our favorites:

- Resume's "Skills" section was spelled "Skelze"
- Resume consisted of one sentence: "Hire me, I'm awesome," and
- Resume was written in Klingon language from Star Trek.

Info: tinyurl.com/ResumeWhoops

Sharpen your judgment... THE DECISION

(See case on Page 2)

Yes, the company won.

To establish a claim of a hostile work environment, an employee must prove that the workplace is "permeated with discriminatory intimidation, ridicule, and insult."

The court found that Barb had discussed dating with Tom on only three occasions, which, in the court's eyes, wasn't enough to qualify Tom's workplace as a hostile work environment.

Tom also failed to show why a "reasonable person" would have chosen him for the promotion over the two women, especially when both women were

better qualified.

Finally, the court wasn't persuaded by Tom's retaliation claim, as he was unable to show a direct connection between his own actions and his dismissal.

■ Analysis: Know harassment when you see it

There's a fine line between an action that's annoying and an action that qualifies as harassment. To be safe, it's best to nip a situation in the bud as soon as a complaint is made.

Remember: You can defend promotion decisions from discrimination charges with solid business reasons. These may include education, training or experience.

Cite: *Alix Laincy v. Chatham County Board of Assessors*, U.S. Circuit Ct. 11, No. 12-15345, 5/28/13. Fictionalized for dramatic effect.

Getting leaders on the same page helped with retention

■ *Tough employee survey results sent us looking for a new direction*

Based on the results of a worker survey in 2011, it was clear we had some leadership challenges.

Employees weren't confident in management's ability to communicate a sense of direction and accountability to staff.

It turned out some of our people in leadership positions had never received formal leadership training or been part of a leadership development program.

That led to problems retaining talent as well as some employee-relations issues.

We knew we had to do something – but we also knew we needed buy-in from the people who mattered most.

Buy-in from upstairs

So first we focused on getting buy-in from senior executives.

That meant extensive discussions about needs, objectives and what approaches to leadership training would work best.

We tried to be inclusive and to promote collaboration so that our execs would develop a sense of ownership of the program.

Then we considered the level of leadership training needed.

We felt it should be practical instead of theoretical and reflect a “down-in-the-trenches” focus on tools and practices that could be implemented regularly.

Now we had the ideas we needed. We just had to figure out how to implement them properly.

How we made a difference

Before the leadership training sessions began, we started building

momentum by communicating info about what was coming and asking questions designed to get people thinking before the first session.

Then, when it came time to plan what each session should include, we grew concerned about giving people too much information too fast.

To combat that “drinking out of the fire hose” effect, we focused on specific tools and skills we felt could be immediately implemented.

We also spread our training sessions and content out over time.

Another important part: a “train-the-trainer” component that turned students into teachers.

When our execs and managers share what they've actually done with training concepts or techniques, the buy-in from other managers is enormous.

3 major changes

Yes, the training has created a lot of work for HR, but it's all paid off.

One, our retention issues have diminished.

Two, we've seen major improvements in how managers handle employee issues – and cooperation between HR and leaders has increased substantially.

Third, we received feedback from staff and employees in general that things have improved and that they feel better about our leadership.

And an added bonus: We spend less time putting out fires and more time on people development, retention and constructive problem-solving.

(Jeff Bushardt, senior VP of HR, Comporium Communications, Inc., Charlotte, NC)

Case Study:
WHAT
WORKED,
WHAT
DIDN'T

■ The 6 times to overlook a bad reference

Reference checks are a great defense against bad hires.

But automatically canning an applicant with a bad reference isn't always the best idea.

Not necessarily bad

A disappointed former boss is of course a warning sign, but it shouldn't be the sole reason not to hire someone.

Here are six reasons to shrug off a bad reference:

- 1. You found the reference yourself.** An applicant didn't list a past boss as a reference but you found him online. And unlike the listed references, this boss didn't provide a glowing review. What to do? Toss the bad reference – it could be the boss just had it in for his or her former staffer.
 - 2. The candidate was a bad fit.** If you're listening to a bad reference, ask yourself: Would any of these negatives affect my business? After all, a bad trait in one position can be a positive in another.
 - 3. You don't know the person giving the reference.** If all other signs are indicating you've got a great applicant on your hands, should you really give much sway to someone you don't know?
 - 4. The complaints aren't negative.** Listen to the language. If a former boss says something like “She made the rest of us look bad by taking on new projects,” you could be dealing with a bitter manager.
 - 5. The candidate was within his or her rights.** Make sure none of the negatives were actually protected by law, like taking legitimate FMLA leave.
 - 6. An incident occurred long ago.** We've all made mistakes. If someone got fired for throwing a milkshake at a customer when she was 18, let it slide.
- Info:** tinyurl.com/BadReferences

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.

Family-friendly policies upset workers without children: Should HR do anything?

"I honestly believe this company discriminates against employees who are single," said staff member Beth Evans.

Beth sat opposite a flummoxed HR manager Stu Capper in Stu's office.

"How do you mean?" asked Stu.

'It's not fair'

"Don't tell me you haven't thought of this before," said Beth. "Employees who don't have children or whose children are already grown are missing out on some pretty great benefits."

"Better start from the beginning," said Stu, taking out a notebook and a pen. "What makes you think that?"

"All right," said Beth. "We have a lot of policies here that favor workers

with children.

"Look at Dan Kane," Beth continued. "He's a good worker, but it seems like every other day that he gets to come in late or leave early to take care of something with his kids.

"Not only is that benefit not offered to us single folks, but we're also then on the hook to cover any of his work he hasn't been able to finish," Beth concluded.

"Does Dan get permission from his manager for this time out of the office?" asked Stu.

"I guess," said Beth, "but that's not the point. Why's it all right for him to ask for a flexible schedule when it isn't offered to everyone?"

If you were Stu, what would you say or do next?

Reader Responses

1 Barbara Bozon, executive director, Central Texas Housing Consortium, Temple, TX

What Barbara would do: After looking over the policy, I'd poll managers to see how it was being implemented.

Reason: This is definitely an issue if the policy is being applied differently to different people. But it's also crucial to do legwork to see just what's happening before taking action.

For all we know, Dan might not be asking for time so much as his manager is coming out and offering him time. That's very different than Dan begging his manager for a flexible schedule and it would need to be handled in a different way.

2 Mary Ellen O'Driscoll, director of HR, Block Institute, Brooklyn, NY

What Mary Ellen would do: I'd remind Beth that there are laws like FMLA mandating that we provide leave to staffers

for specific family-related reasons.

That said, I'd also remind Beth that if she needs to take time away from the office similar to Dan, we'd be happy to work with her and figure something out.

Reason: If Dan is using intermittent FMLA leave or some other type of mandated leave, there's nothing HR can or should do.

But it's also a good idea to remind Beth that, as a single person, she has options if she needs some type of leave.

3 Selina Adamson, HR director, Miller & Smith, Inc., McLean, VA

What Selina would do: I'd begin by reviewing the policy with Dan and his manager to make sure it's being fairly implemented and not being abused.

Then I'd review the policy with Beth and the manager to make sure it's fair to all employees. If we decided it's not, I'd revise.

Reason: Policies that are designed to help employees balance work and life should be fair to all employees, regardless of marital status.

QUOTES

Not all those who wander are lost.
J.R.R. Tolkien

Love is the only force capable of transforming an enemy into a friend.
Martin Luther King, Jr.

When deeds speak, words are nothing.
Pierre-Joseph Proudhon

Do not take life too seriously. You will never get out of it alive.
Elbert Hubbard

Anything looked at closely becomes wonderful.
A.R. Ammons

I don't care what anybody says about me as long as it isn't true.
Truman Capote

On Halloween, the parents sent their kids out looking like me.
Rodney Dangerfield

Don't let the fear of striking out hold you back.
Babe Ruth