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JULY 21, 2015

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on the tricky legal issues supervisors face daily.



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to ensure you're in compliance with employment law.

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6 things you probably don't know about new OT rules

■ And the DOL's not done yet: What's next?

By now you're likely aware that the DOL plans to jack up the salary threshold for an employee to be exempt from overtime to a whopping \$50,440 (from \$23,660) per year.

But that news has led to other questions about the revisions to the FLSA's "white-collar" exemption rules – and we've got the answers.

When, who and how much?

Here's what else you need to know:

1. When will the new proposed salary threshold take effect?

No official date's been set, but the new threshold will most likely

go live in early-to-mid-2016.

The DOL's accepting comments on the rules until Sept. 4. It'll then review them and revise the rules if necessary.

From there, the rules will be re-released in final form with an effective date.

The entire process usually takes several months, and the DOL isn't committing itself to a specific date.

2. When will the threshold increase?

For the first time ever, the salary threshold will be tied to an automatic escalator. The DOL is

(Please see Rules ... on Page 2)

High Court upholds ACA again: What now?

■ Employers should focus on upcoming requirements

The Affordable Care Act is now 2-0 in the Supreme Court. It just ruled insurance exchanges established by the U.S. government can get subsidies to help individuals pay for coverage.

The case hinged on one phrase in the law, which says that subsidies would be offered in health insurance exchanges "established by the state."

When most states passed on setting up exchanges, the feds stepped in to do so. And the plaintiffs in the case claimed the law's language made subsidies in federally established exchanges illegal.

The court's ruling: The law may have been poorly written, but its intent was clear – all states get subsidies.

What's next for employers?

The ruling's significant in that it keeps the law from being gutted.

Now employers can focus, distraction free, on complying with its next big requirements: the reporting mandates and the "Cadillac Tax."

Cite: King v. Burwell, *Sup. Ct. of U.S.*, No. 14-114, 6/25/15.

Rules ...

(continued from Page 1)

proposing using one of two methods for the calculation:

- keeping the threshold tied to the 40th percentile of weekly earnings for full-time salaried workers (that's what \$50,440 represents now), or
- increasing it with inflation by tying it to the Consumer Price Index.

Either way, expect the threshold to increase annually.

3. Will the "duties tests" for determining exempt status change?

All signs point to "yes."

While the proposed rules don't put forth any changes to the executive, administrative, professional, computer or outside sales duties tests, it's still expected these tests will be altered in the final rules.

One example: The DOL could still (and many think it will) adopt

a strict California-style duties test in which managers must spend more than 50% of their time actively supervising employees to be classified as exempt.

This is one area where the DOL will be relying heavily on comments.

The DOL's Notice of Proposed Rulemaking asks a series of questions about the adequacy of the current duties tests.

The answers and overall comments the DOL receives will be used to determine whether the tests "are working as intended to screen out employees who are not bona fide white collar exempt employees."

4. Can you prohibit employees from working overtime?

Yes. Employers are free to implement policies prohibiting employees from working overtime.

However, if a non-exempt employee works more than 40 hours in a week – even if he or she does so in violation of your overtime policy – the person must be paid overtime.

The person can still be reprimanded for violating your overtime policy, but the punishment can't include denying overtime pay.

5. How many more people are about to become overtime-eligible?

Currently, the DOL estimates 8% of the workforce is overtime-eligible.

If the rules took effect tomorrow as-is, leaving employers no time to adjust their pay practices, the DOL says that number will jump to 40%.

That means 4.6 million more people would become overtime-eligible.

6. How much is all this going to cost employers?

Whether employees pay the added overtime, or adjust their pay practices to avoid an overtime landslide, compliance won't be cheap.

The DOL says the administrative costs alone could hit \$255 million.

Oxford Economics, a global analytics and forecasting firm, paints a bleaker picture. It says administrative costs could hit \$874 million.

Info: www.tinyurl.com/OTdolrules

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.

■ Can 'one-time incident' amount to harassment?

HR manager Lynn Rondo heard her door open and saw company attorney Eric Bressler step in. "Hey Eric," she said. "Here to talk about Rob Connor's harassment lawsuit?"

"Sure am, Lynn," Eric said. "Let's go over the details."

"We had Rob working in Denise Morgan's department," Lynn said. "That's when the problems started."

"What happened?" Eric asked.

A hostile work environment?

"Rob made a mistake, and Denise chewed him out for it. She used a racial slur and told him she'd 'get him fired' for screwing up," Lynn said. "The next morning, Denise laid into him again, told him she'd go to the president to get him fired and called him another slur."

"Rob told me about all this shortly after, and I reprimanded Denise for her actions. She then promised not to do it again."

"Well, apparently your solution wasn't good enough for Rob," Eric said. "His lawsuit claims Denise's threatening comments created a hostile work environment."

"Were there other problems between them?"

"Not at all," Lynn said. "Don't get me wrong, it was a bad situation, but it was a one-time deal."

"Okay," Eric said. "If it was just a single incident, it didn't amount to a hostile work environment."

The company tried to get Rob's suit thrown out. Was it successful?

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

WHAT'S WORKING IN Human Resources

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What's Working in Human Resources, (ISSN 1088-3223) July 21, 2015, Vol. 20 No. 445, is published semi-monthly except once in December (23 times a year) by Progressive Business Publications, 370 Technology Drive, Malvern, PA 19355; PHONE: 800-220-5000. FAX: 610-647-8089. Periodicals postage paid at West Chester, PA 19380. Postmaster: Send address changes to *What's Working in Human Resources*, 370 Technology Drive, Malvern, PA 19355.

Subscription: 800-220-5000

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High Court same-sex marriage ruling streamlines benefits administration

■ Treat all spouses equally or risk discrimination charges

The Supreme Court's recently solidified stance on same-sex marriage should make administering your benefits plans a little easier.

It just ruled every state must permit same-sex marriages and recognize those legally performed in other states.

The lawsuit was brought to the court by 14 same-sex couples in four states who sued state officials over same-sex marriage bans. The couples claimed the bans violated their equal protection and due process rights.

The High Court agreed in a 5-to-4 decision, legalizing same-sex marriage nationwide in the process.

What employers must do

How does this ruling simplify plan administration? Now, same-sex spouses can be – and in most cases will

need to be – treated exactly the same as opposite-sex spouses.

Even in instances where federal and state laws don't specifically carve out protections for same-sex spouses (like in self-insured plans), employers will run the risk of sparking bias lawsuits if they treat same-sex spouses differently than opposite-sex spouses.

Employers should have a little time to get their plans in order, however.

Early signs indicate that some states, like Texas, which have held off on recognizing same-sex marriage will likely drag their feet before aligning with the ruling.

Another delay: It'll take some time for couples to obtain licenses and get married in those states.

Cite: Obergefell v. Hodges, *Sup. Ct. of U.S.*, No. 14-556, 6/26/15.

FMLA certification: Firing after first submission is always a dangerous game

■ Employer, court disagree on definition of 'insufficient'

One takeaway from this recent FMLA lawsuit: It's always smart to give employees a chance to resubmit certification forms you find lacking.

Deborah Hansler requested FMLA leave from her employer Lehigh Valley Hospital Network.

Her certification form requested two days of intermittent leave weekly for "a probable duration of one month."

'Not a chronic condition'

Lehigh Valley said her condition didn't meet the FMLA's definition of a "chronic health condition." So once Hansler started missing work, it fired her for absenteeism.

Hansler then sued for FMLA

interference. She said she wasn't given a chance to resubmit her certification to clarify her condition.

Lehigh Valley tried to get her suit thrown out. It argued her certification wasn't insufficient – it simply showed she wasn't qualified for FMLA leave.

The basis for its argument: The DOL says a chronic condition lasts for "an extended period of time" – and one month isn't an "extended period."

The court ruled her case should proceed because her initial certification was vague – and thereby insufficient. So it said she should've gotten a chance to resubmit as per the FMLA's regs.

Cite: Hansler v. Lehigh Valley Hospital Network, *U.S. Ct. of App. 3rd Cir.*, No. 14-1772, 6/22/15.

■ A candidate for the 'Worst Policy of the Year' award

It's hard to believe rules like this employer's "no pregnancy in the workplace" policy still exist.

The EEOC recently sued United Bible Fellowship Ministries Inc., a nonprofit in Houston providing housing and home care to disabled clients, for pregnancy discrimination.

United came under fire after it terminated Sharmira Johnson, a caregiver who became pregnant, for violating its "no pregnancies" policy.

During an investigation, United admitted Johnson was good at her job and had no medical limitations at the time. But it claimed her firing was legal because it ensured the safety of Johnson and her child.

That excuse didn't fly with a federal judge, who ruled that basing employment decisions on a person's protected status, like a pregnancy, is illegal regardless of the underlying intention. The judge awarded Johnson \$75,000 in back pay and damages.

Cite: www.tinyurl.com/leeoc444

■ 2-year delay of worker's FMLA notice leads to \$275K payout

Being a few days late giving workers notice of their FMLA rights is bad enough – but this employer missed the mark by two years.

According to the DOL, Jeffrey Angstadt, a sales executive, told his employer, Staples, he'd need to shift his schedule and use vacation time to care for his sick wife – and he was never told about his FMLA rights.

Allegedly, Angstadt used sick and vacation time for two years, until his supervisor felt like his work had slipped too much and fired him.

Angstadt went to the DOL, which filed an FMLA lawsuit on his behalf.

Staples eventually agreed to settle by paying \$275,000 in lost wages and damages to Angstadt.

Cite: www.tinyurl.com/whd444

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.

6 must-haves for a strong workplace violence policy

Q: What exactly does a comprehensive workplace violence policy consist of?

A: There are six things strong workplace violence policies include, says employment law attorney Alka Ramchandani (*Alka.Ramchandani@jacksonlewis.com*) of the firm Jackson Lewis (*JacksonLewis.com*). They are:

- A clear definition of workplace violence
- A clear description of what will not be tolerated
- A means for communicating threats to management
- The signs of violence
- Where to get info on emergency procedures, and
- A requirement that all employees receive training on the company's workplace safety procedures and policy.

Specifics that should be in your drug policies

Q: Is there anything we want to add or exclude in our drug policy in the wake of recent changes to marijuana laws?

A: After assessing risk tolerance and your company's approach to both medical and recreational marijuana, policy revisions may be necessary. Employers who wish to, after such assessment, continue a zero-tolerance policy must add specificity to their policies. Otherwise, these new laws can confuse employees if

you don't have clearly defined policy language, says labor attorney Dale L. Deitchler (*ddeitchler@littler.com*) of the firm Littler Mendelson (*Littler.com*).

Example: The definition of "illegal drugs" for zero-tolerance employers should include the phrase, "Any drug made illegal under federal, state or local law."

Clearly defining "under the influence" and "positive" test results and carefully reviewing policy language on prescription medications is also important.

Will bonuses count toward new OT salary threshold?

Q: Will bonuses count toward a worker's salary for the purposes of reaching the new salary threshold included in the DOL's proposed overtime rule changes?

A: Not unless the DOL changes the proposed rules based on the comments it receives.

In the proposed rules (*www.tinyurl.com/OTrules2015*), the DOL said it will consider whether to allow nondiscretionary bonuses to satisfy some portion of the salary requirement.

Currently, such bonuses are only included in calculating total compensation under the highly compensated employee test. But the DOL said some stakeholders are asking for broader inclusion of bonuses in salary calculations.

If you have an HR-related question, email it to Christian Schappel at: cschappel@pbp.com

EFFECTIVE COMMUNICATION

■ 5 interview questions you should start asking

Job openings are rising, which means you're probably looking for a few fresh faces to bring on board.

Unfortunately, applicants are just a few Google clicks away from tips on how to puff up resumes or ace an interview, which can make it harder to identify genuine talent.

Ways to find the best

William Vanderbloemen, president of Vanderbloemen Search Group, an executive search firm, has some tried-and-tested ideas on how to spot quality young applicants.

Example: In an article he penned for *Inc.com*, Vanderbloemen advised employers to ask five questions of young applicants during interviews:

- **What was a project you led, or helped lead, and what were your duties?** It sounds simple, but the best predictor of future performance is past performance, Vanderbloemen says.
- **Tell me about a meaningful experience serving a cause – what about it motivated you to do more?** This can help show what applicants care about in work or life, and whether their idea of motivation matches yours.
- **When have you faced criticism, and how did you respond?** This is meant to be vague and will show how self-aware a worker is and how he/she takes feedback.
- **When have you been asked to do too much, and how did you respond?** This question shows you how candidates interact with their managers.
- **Who do you turn to for life and career advice?** Finding someone who can admit they need help is a good thing, Vanderbloemen says.

Cite: www.tinyurl.com/hire444

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 Committee kept bias out of promotions

Our company didn't want workers to think our promotion process was biased in any way.

We like to promote internally when possible, but that can lead to hard feelings from passed over co-workers.

And we didn't want someone rejected for a promotion to assume they were passed over because of a manager's bias. That kind of thing can lead to a lawsuit.

Of course, no one in the company

actively tried to pass over certain applicants. But unintentional bias can still creep into the process sometimes.

Example: A male manager might be unconsciously biased toward selecting a man over a woman for a promotion.

A level playing field

Solution: We created a committee with an even mix of men and women to determine who gets promoted.

Members interview the candidates and rate their performance. Then, they submit their rankings to

me, and I calculate each worker's scores. The employee with the highest score typically gets promoted.

The process shows workers we're being fair in how we promote.

Plus, if employees feel like they were unfairly passed over due to their gender, age, race, etc., we can walk them through their scores and show them exactly what led to our decision.

(Colleen O'Leary, director of HR, Community Counseling and Correctional Services, Butte, MT)

**REAL
PROBLEMS,
REAL
SOLUTIONS**

2 Benefits education killed 2 birds

We had a great benefits package, but we didn't think employees knew just how good it was.

On top of that, we were making some major changes to our health plan and didn't want employees to be caught off guard.

So we wanted to find a way to show workers how good our benefits are, and communicate the changes at the same time.

We decided it was time to have an

on-site enrollment meeting for the first time.

Our goal for the meeting: educate our employees to help them better understand and utilize their benefits.

Addressed biggest concerns

People can be easily overwhelmed with an entire benefits presentation.

So I created an easy-to-understand PowerPoint presentation to underscore our plan basics, communicate the changes and promote missing or

under-utilized benefits.

I focused on things that employees are the most concerned about:

- What's new?
- What will it cost me?
- What can I get for free? and
- What do I have to do?

Keeping communication simple and direct has translated into more appreciation from employees and better utilization of our benefits plans.

(Leah Bodle, HR manager, Borgers USA Corp., Vance, AL)

3 Walk-in hours freed up our time for other tasks

Workers had a habit of dropping in unannounced to ask HR and benefits-related questions – and it was getting tough to handle the volume.

Of course, we didn't want to discourage workers from coming to us with questions and concerns.

But with changing compliance rules and other critical tasks on our plate, we needed a more structured system for fielding employee questions.

That's when we hit on two ideas

that have really proven to be huge time savers.

Two policy changes

First, we limited walk-in hours to six hours per week.

Workers who needed additional help were then asked to fill out an appointment request form to schedule a one-on-one with HR.

This gave us an idea as to what info they were seeking.

From there we could, in many cases, direct workers to our intranet

to answer their questions.

To communicate the walk-in hour changes, we hung posters and urged managers to discuss everything with their teams.

It wasn't long before everyone was on board.

Result: HR is now free to focus on and complete projects at a performance level we haven't hit for a long time.

(Betty Zeedyk, CFP®, benefits and compensation manager, Parkland College, Champaign, IL)

The trendy new lawsuit aimed at employers

There's a new lawsuit du jour workers are slapping employers with: defamation claims.

The Recorder, a news outlet for tech-focused legal pros, spoke to lawyers in the Silicon Valley area and found that employees are frequently adding defamation claims to wrongful termination and discrimination suits.

One employment attorney told *The Recorder* at least 60% of his wrongful termination suits include defamation charges in which workers accuse their former employers of creating false reasons for firing them.

The good news: Employers are defending these charges with good success – as long as they have documentation showing what they said about a fired worker is true.

Cite: www.tinyurl.com/recorder445

Time's run out on health insurance payment plans

It's July. Have you stopped reimbursing employees for individual health insurance premiums?

Under the ACA, employers can no longer help employees pay for health insurance they purchase on their own. But small employers were given a reprieve from this requirement until

June 30, 2015. Now, violators can be subject to an excise tax of \$100 per day per affected individual.

Info: www.tinyurl.com/IRSrules445

Employee handbook do's and don'ts from the NLRB

To help employers craft handbooks that don't violate the National Labor Relations Act, the National Labor Relations Board just issued a compilation of rules it has deemed illegal.

It then gave examples of how to rewrite the rules in a legal manner.

It was issued as a memorandum by the board's General Counsel Richard F. Griffin, Jr.

The best part: It's arranged logically, easy to follow and available for download as a PDF (link below).

Keep it handy when revising your handbooks.

Info: www.tinyurl.com/NLRBguide

Darker side: World Cup's extreme pay inequality

We can now add sexism to the list of allegations against FIFA, international soccer's governing body.

Back in 2014, the German men's soccer team was awarded \$35 million after winning the World Cup.

WHAT COMPANIES TOLD US

Benefits boosters
Are employees getting more, less or the same benefits from you in 2015?



Source: 2015 Society of Human Resource Managers' annual survey of 402 HR departments.

Some of the top areas in which employers have improved benefits offerings in recent years: **mental health coverage** (91% improved this area), **contraception** (83%) and **critical illness insurance** (34%).

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

What were the U.S. women paid for winning this year's World Cup? A paltry \$2 million.

The total award pot for the 2014 men's tourney? \$500 million, and teams eliminated in the first round got \$8 million apiece. The pot for the women's event? Just \$15 million.

Here's hoping FIFA's new regime will level the playing field.

Info: www.tinyurl.com/cup445

Sharpen your judgment... THE DECISION

(See case on Page 2)

No. The company lost when a court said Rob's suit should go to trial – which will be expensive, win or lose.

The company's argument: The comments were made within a 24-hour period and should be counted as one, isolated incident – and one incident can't create a hostile work environment.

It then said if no hostile work environment existed, Rob couldn't prove he was the victim of harassment.

But the court disagreed, saying that a single incident can be serious enough to create a hostile environment, particularly when a manager is involved.

Even though it only happened once, Denise still used her position to threaten Rob with an adverse employment action – and that was enough to send the case to trial, according to the court's ruling.

■ Analysis: Managers held to stricter standard

Contrary to popular belief, an "isolated incident" like Denise's comments can still amount to harassment depending on the severity of the incident and the position of the person responsible for it.

The judge noted that threatening comments from managers, even when they aren't a worker's direct supervisor, are considered more severe than similar comments from a peer.

Cite: Boyer-Liberto v. Fountainbleu Corp., U.S. Ct. of App. 4th Cir., No. 13-1473, 5/7/15. Fictionalized for dramatic effect.

We hit a rough patch, but 2 tactics kept us from losing good employees

■ *Kept workers committed to us despite temporary layoffs*

When the economy went into the dumper a few years ago, we realized we were going to have to go through some layoffs.

But we felt the slowdown was temporary, and things would pick back up within the year.

And because our business depends on having skilled and well-trained employees, we didn't want those we laid off getting out of reach.

So we started to brainstorm different ways to get through the layoffs, and we came up with a crazy idea.

Any volunteers?

We decided to put an offer on the table to see if any employees would bite.

We had a meeting to let employees know layoffs were unavoidable – but we wanted to minimize the impact on everyone involved.

We also stressed the layoff would likely be temporary.

Then, we asked if anyone would be interested in volunteering to be laid off.

Surprisingly, we immediately had some interested employees.

Example: One worker was close to retiring and ready for some time off.

Another employee had a spouse overseas and a layoff would cut back on childcare costs, so it seemed like a good option.

We were thrilled employees were volunteering right off the bat.

But even though we had several workers take us up on the offer, it still wasn't going to be enough to get us where we needed to be.

So we went back to the drawing

board to come up with another idea to branch off of the first one.

Rotating schedule

We held a second meeting to explain that even with the voluntary layoffs, we still had to cut more staff.

However, instead of picking and choosing who would be laid off, we decided on a rotating layoff schedule.

Employees were divided into groups of five, and one employee from each group would only be laid off for a month. After a month was up, they would come back to work.

With this schedule, everyone would be a part of the layoffs – but only for the one-month period.

We also asked employees if they had a preference on when they wouldn't be working.

Some workers have seasonal part-time jobs, so they preferred specific months to be laid off.

We did our best to meet each request, and assured our employees they wouldn't lose perks like vacation or sick time.

Kept our end of the bargain

Once business started to pick up, we were able to bring everyone back on board.

We didn't lose any employees, which meant we didn't have to restock the talent cupboard.

Bonus: Employees really appreciated how much we did to ease the blow for them.

(Michele Lombardo, office manager, Triad Truck Equipment Inc., Pottstown, PA)

■ The 7 must-haves for defensible documentation

You know how important clear and thorough documentation is. But your managers may be another story.

Thankfully, employment law attorney Allison West has some steps managers can use to make documenting performance issues less painful – and more defensible if ever brought up during a lawsuit.

What managers need to do

Specifically, managers need to make sure their documentation touches on seven points:

1. **The unmet expectations.** What goals, policies or standards has the employee not met?
2. **The behavior that needs change.** It's important managers keep their observations of the conduct objective.
3. **The employee's explanation for the behavior.** It's key that documentation reflect the worker's side of the story. Not only does it show fairness, but it also helps keep workers accountable for their behavior.
4. **The action plan going forward.** This doesn't have to be as detailed as a performance improvement plan, West says. But it should include both what steps the worker plans to take and what the manager will do to help the employee improve.
5. **How much time the worker has to correct the problem.** West recommends managers set realistic, but short intervals to follow up and gauge progress.
6. **Any consequences that will result if the problem persists.** Be clear, but use punishment sparingly, West says.
7. **The results of follow-up meetings with the worker.** Did the employee make progress?

Cite: "Seven Steps to Creating Bulletproof Documentation," presented at the SHRM15 Conference & Expo in Las Vegas.

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.

Workers' after-hours brawl causes a scene: How should HR handle damage control?

The Scenario

HR manager Stu Capper was enjoying his Friday afternoon when he saw manager Eric Burke coming his way, looking grim.

"Hey, Eric," Stu said as Eric came into his office. "What's up?"

"Sorry, Stu," Eric said. "I come bearing bad news. We've got to figure out what to do with Ben Weaver and Mike Yard."

Brawl makes us look bad

"You've never mentioned any issues with Ben or Mike before," said Stu. "Why are both of them suddenly in your crosshairs?"

"There was a messy incident last night," Eric said. "A couple of the guys on my team went out for happy hour. At some point in the night, things went south."

"I guess people had a bit too much to

drink, and before anyone knew what was going on, Ben and Mike were at each other's throats."

"Did it get physical?" Stu asked. "Was anybody hurt?"

"No, apparently the others managed to separate them before they could kill each other," Eric said. "One of the workers there told me about it this morning."

"It's bad enough the fight broke our code of conduct policy," Eric added. "But to make things worse, the guys still had on their work outfits with our name and logo on them. Incidents like this make our company look really bad ..."

"I get it," Stu said. "You're worried about this getting out and causing a PR issue for us in addition to the tension here at work. Let me think about how we should handle this."

If you were Stu, what would you do next?

Reader Responses

1 Martina Partin, director of HR, Synergy Care, Lake Charles, LA

What Martina would do: I'd meet with the guys and talk about what happened, and why it wasn't appropriate.

However, if there's still tension between them on the job, we may have to use more serious tactics. Example: If they can't resolve their issues, we may have to transfer one or both to an open position elsewhere in the company to separate them.

Reason: There's probably not much we can do about the fight making the company look bad, but we can prevent the effects from spilling into the workplace.

2 Roxanne Zumwalde, an HR manager for a law firm in Cincinnati

What Roxanne would do: We should treat Mike and Ben's fight like a disciplinary issue. I'd bring them in, get both sides of the story and talk to anyone else who saw the

incident. Then, I'd counsel them on the expectations we have of them as employees wearing the company name, and the consequences for not shaping up.

Reason: It's only fair to give them both second chances since Mike and Ben haven't had any disciplinary issues in the past. This is especially true since the event, though serious, happened after-hours.

3 Shane Patrick, director of HR, Education Minnesota, St. Paul, MN

What Shane would do: I'd talk to them about the potential consequences of their actions (both for them and the company). But if that doesn't set them straight and something like this happens again, we'd look into termination as a possibility.

Reason: If the workers are at each other's throats off-duty, there's clearly an underlying issue between them. And once that issue begins affecting the work environment, and the image of the company, we have to take drastic action.

QUOTES

Opportunities are usually disguised as hard work, so most people don't recognize them.

Ann Landers

Great minds discuss ideas; average minds discuss events; small minds discuss people.

Eleanor Roosevelt

I can live for two months on a good compliment.

Mark Twain

Action may not always bring happiness; but there is no happiness without action.

Benjamin Disraeli

Example is leadership.

Albert Schweitzer

Integrate what you believe in every single area of your life. Take your heart to work and ask the most and best of everybody else, too.

Meryl Streep

Success is finding satisfaction in giving a little more than you take.

Christopher Reeve

I do not seek. I find.

Pablo Picasso