

JULY 16, 2018

WHAT'S ONLINE

www.WhatsWorkinginHR.com

If you haven't been to our website recently, here's exclusive online content you've been missing:



Compliance Checklists

To ensure your company is in compliance with employment laws.



Training Materials

Get an exclusive **Sexual Harassment Prevention Training presentation** and **quiz** for your employees and their managers.

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Hidden harassment: How to proceed in the #MeToo era

■ The benefits and challenges of surveying employees

In the days since the #MeToo movement first aimed a glaring spotlight on how women are treated in the workplace – HR managers have wrestled with a troubling concern.

That is: Does their organization really have a systemic problem with women being treated unfairly?

Underlying issues

If so, how big is the problem and how can HR help pinpoint exactly where the problem lies?

Further, if specific issues are uncovered, how should they best be addressed and corrected?

Examining these kinds of conditions throughout an entire organization is no simple task.

But there has been a growing move afoot to do just that. The most notable example has been Nike.

After complaining to HR about unequal or abusive treatment – and getting nowhere – a group of women at the sports apparel giant quietly surveyed their female peers.

The survey asked about things such as sexual harassment and gender discrimination in promotions.

The result? The survey findings

(Please see Harassment ... on Page 2)

ADEA: 50 years later, not much progress

■ EEOC releases report on workplace age discrimination

The EEOC recently released a report on the state of older workers and age discrimination on the 50th anniversary of the Age Discrimination in Employment Act (ADEA).

And the findings? Things haven't changed much.

Outdated assumptions

The report finds that age discrimination remains too common as outdated assumptions about older employees and their abilities persist, even though today's older workers are

better educated and working longer than previous generations.

The report recognizes the similarities between age discrimination and other discrimination. Yet only 3% of those who experience age discrimination complain to their employer or the EEOC, according to the recent research.

The EEOC's report found that more than three-fourths of older workers surveyed reported their age as an obstacle in landing a job.

Click: bit.ly/adea514

Harassment ...

(continued from Page 1)

rocked the executive ranks of the multi-billion dollar corporation.

Within a few weeks, six high-level executives – including Trevor Edwards, who was the heir apparent to the CEO – were on the street.

Are surveys useful?

And what caused this firestorm? A simple survey, which Minda Zetlin, writing on *Inc.com*, offered as proof of “how powerful this humble tool that’s available to everyone can be if you use it right.”

Zetlin offers three reasons why surveys can change the workplace dynamic:

1. **People with complaints can no longer be isolated.** In companies that tolerate workplace harassment, it’s common practice for execs to isolate

those who complain, telling them they’re the only ones to complain, and suggesting that it’s their own fault.

If you conduct a survey and share its results, then no one can tell you that nobody else has a problem.

2. **A survey is data.** An individual complaint is easy enough to set aside, but a survey with more than a few respondents is a data point. When you present data that proves harassment is a problem, that’s pretty hard to ignore.

3. **A survey is news.** A survey is newsworthy itself. It was the survey about women’s experiences at Nike that first caught the attention of major newspapers, even though the women who conducted it didn’t share the survey results with any media.

Only the beginning

Clearly, most HR managers aren’t going to secretly canvass their female employees, as the women in the Nike survey did.

The effort is going to require input and support from management.

What’s more, you can’t conduct a survey in a vacuum. Between HR and upper management, there has to be a plan to address the issues that may come up as a result of the survey.

Some things to consider:

- How will you handle complaints? You’ve probably already got a procedure for those employees who wish to report harassment or other misbehavior, but what happens if your survey turns up issues you haven’t heard of before?
- What are the potential consequences of systemic misbehavior? If a manager is mentioned multiple times as having passed over qualified women for promotions, what sort of action would management consider appropriate?
- If the survey uncovers patterns of behavior that aren’t acceptable, will you institute new training programs to address those problems?

Info: bit.ly/Nike514

Sharpen your JUDGMENT

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

■ Worker fired for small slip-up: FMLA retaliation?

HR manager Lynn Rondo could feel a headache coming on as employee Jim Park knocked on her office door. She’d been dreading this all day.

“Come in, Jim,” Lynn said. Jim walked in and sat down wordlessly.

“I’m sorry, Jim,” Lynn said. “But you sleeping at your desk was the last straw. We’re letting you go.”

Leave didn’t add up

“This isn’t about me napping,” Jim said. “You’re punishing me because you think I abused my FMLA leave.”

“Jim, you have to admit something about your leave didn’t add up,” Lynn said. “You claimed to hurt your foot, yet you posted photos on Facebook of you golfing and going tubing!”

“Those pictures were misleading,” Jim fired back. “I was barely on my feet. Not like you bothered to check.”

“It doesn’t matter,” Lynn said, frustrated. “We gave you another chance, and you repay us by sleeping on the job.”

Jim rolled his eyes. “I fell asleep for a minute. I’m sorry! I don’t think this is worth being fired over.”

“You had to have known we’ve let people go before for sleeping on the job,” Lynn said. “It’s a firable offense!”

Jim ended up suing the company for FMLA retaliation, and it fought to get the case dismissed. Did the company win?

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

WHAT'S WORKING IN Human Resources

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Court: Yes, it's harassment even if he does it on behalf of third party

■ Woman claims she was promised 'bonus' if she dated client

Here's a reminder that sexual harassment can be more complex than one employee acting inappropriately toward another.

A federal appeals court just ruled that a sexual harassment claim can hold up even if the harasser is acting on behalf of a third party.

Bonus, with strings attached

A quick sketch of the case:

Tyanne Davenport was hired as the branch office administrator for an Edward Jones financial planning office. Her supervisor insulted Davenport and shouted at her on several occasions, often using profanity.

Later, her supervisor learned that a wealthy potential client was interested in dating Davenport. The boss told

Davenport she should "date" the client in exchange for "big bonuses."

After her boss suggested she show the client some "nude pictures," Davenport took a leave of absence.

She sued, claiming the supervisor conditioned the receipt of her bonus on her dating the client.

The judge agreed the boss was harassing Davenport, and the fact that he was acting on behalf of another individual was irrelevant.

Even though the court also ruled Davenport failed to prove she was denied the bonus based on refusing to date the client, this case is an important reminder courts recognize harassment of all shapes and sizes.

Cite: Davenport v. Edward D. Jones & Co., U.S. 5th Cir. Ct., No. 17-30388, 5/16/2018.

Theft accusation, employee's termination ruled retaliation for worker's comp claim

■ Sloppy investigation and suspicious timing result in \$8M payout

One company did everything in its power to avoid paying worker's comp ... and ended up shelling out \$8 million instead.

A jury ruled a company's theft accusation (resulting in the firing of the accused employee) was invented to hide the real reason: retaliation for requesting worker's comp.

Lost evidence

Jeanette Ortiz worked as a manager at a Chipotle in Fresno, CA, and was hailed as a stellar employee.

When over \$600 went missing from the company safe under Ortiz's watch, she was immediately suspected. She denied taking the money, but Chipotle claimed to have surveillance footage

of Ortiz stealing it. She was fired, coincidentally right after requesting worker's comp for carpal tunnel.

The court was doubtful of Chipotle's evidence. The footage was never shown to Ortiz, and happened to be accidentally deleted before trial.

The timing was also suspicious enough to raise a red flag. The lack of evidence paired with the worker's comp request was enough for the jury to award Ortiz nearly \$8 million.

When dealing with internal investigations, it's important to gather evidence **before** a lawsuit is filed, and to take extra care with the timing of termination decisions.

Cite: Ortiz v. Chipotle Mexican Grill, Inc.

■ Harassment, retaliation prove a costly combo

Ignoring a harassment complaint – and then retaliating against the worker who complained – can get an employer in deep trouble.

Chicago-based Anchor Staffing Inc. found itself face-to-face with a harassment and retaliation lawsuit filed by the EEOC.

According to the lawsuit, Anchor Staffing placed a female employee on a temporary assignment where she was sexually harassed. Another employee at that job location made intimidating comments and attempted to hug and kiss the female employee.

After filing a complaint, the company didn't assign the employee any more jobs, which the EEOC said was retaliation.

Anchor Staffing settled the lawsuit and will pay \$30,000 in monetary relief to the employee.

Info: bit.ly/harassment514

■ Religious bias case carries \$53K price tag

A little flexibility with religious accommodations can end up saving a lot of money and trouble down the road, as one firm recently learned.

J.C. Witherspoon, Jr. Inc., a logging company in South Carolina, was sued by the EEOC for religious discrimination.

The lawsuit claims the company failed to accommodate an employee's sincerely held religious beliefs. The worker, who was Hebrew Pentecostal, informed his employer he wouldn't be able to work Saturdays so he could observe the Sabbath.

But instead of accommodating him, the company fired the worker when he didn't show up for a Saturday shift.

J.C. Witherspoon settled the EEOC's lawsuit and will pay \$53,000 to the employee.

Info: bit.ly/religion514

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.

Can we limit the use of prescription drugs at work?

Q: When it comes to dealing with prescription opioid use in the workplace, what kind of policies can we have in place?

A: Because of certain protections under the ADA, employers need to exercise caution when addressing prescription drug use in the workplace, says employment law attorney Jennifer Mora of the firm Seyfarth Shaw LLP. This can mean permitting qualified individuals to use their medications at work.

Lately, the EEOC has been cracking down on employers disallowing prescription drug use for ADA-qualifying individuals, resulting in big payouts.

To stay safe, employers shouldn't implement zero-tolerance drug policies that don't take the interactive process into consideration. Also, employers should consider revising policies that require employees to disclose their prescription medications – unless they have the potential to impact job performance.

How can we make a job function essential?

Q: When the ADA comes into play, how can we prove an aspect of the job is an essential function?

A: There are several ways employers can show a job function is essential, says employment law attorney Fiona Ong of the firm

Shawe Rosenthal LLP.

One of the best ways an employer can establish an essential job function is by listing it as essential in the job description, and making sure the description is accurate.

A few other ways to strengthen your case:

- Show past and present workers in that position perform the function regularly, and
- Demonstrate a negative impact if the function isn't performed.

Employers should note that allowing employees temporary exemptions from these functions doesn't make them non-essential, but long-term exemptions could weaken the argument that they're essential.

What are some ways we can recruit diverse candidates?

Q: Are there ways we can get more female employees into traditionally male-dominated jobs?

A: The EEOC is tackling this issue right now to get more women into public service positions. Here's what it's doing:

- recruiting college-age women
- increasing visibility of female recruiters, and
- using social media to correct misconceptions about the job.

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

EFFECTIVE COMMUNICATION

■ Buried in work? 3 tips when asking colleagues for help

Between the flood of emails constantly coming in and a never ending to-do list, it's no surprise that plenty of people are completely overwhelmed at work.

And a lot of stress could be eased by asking colleagues for help ... but almost no one wants to admit defeat or impose on others.

Making a clear request

But studies have shown that the majority of people are more than willing to lend a hand – you just have to ask.

Harvard Business Review recently shared three things you should do that'll make it a little easier to ask for help:

1. Think about what you need.

One thing that prevents people from asking for help is confusion over what exactly to ask for. Take a minute to sit down and think about everything you need to get done. Select tasks someone else could do without significant instruction or supervision and that would provide the most relief to you.

2. Ask for what you need very clearly.

People tend to be uncomfortable asking for help, which can result in vague requests. Saying, "Would you like to" or "If you have time" can make the task seem optional. Clearly state what you need and by when.

Also, ensure the colleague you're asking can actually do what you need them to.

3. Accept what's offered.

If someone doesn't have the time or know how to do what you need, they still might be able to help. For example, your colleague may not be able to complete the task you need, but they might be able to help direct you toward who can. This will ultimately allow you to accomplish your goal, so remember to be flexible when accepting the type of help you're offered.

Info: bit.ly/help561

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 **How we got creative with paid time off**

We're always on the lookout for exciting new benefits we can offer our employees and use to attract new talent.

We know paid time off is one of the most sought after benefits, and since we already offered it, we had the idea to put a unique spin on it.

Giving time to give back

We thought: What if we gave employees additional paid time off reserved strictly for volunteering?

As a company, one of our core values is giving back to the community.

I know many of us here would love to volunteer more, but with work, we just don't have the time. And when we take our hard-earned vacation time, we want to spend it relaxing with our families.

But with this new PTO, we could carve out time specifically for employees to give back. Here's how it works:

Each full-time employee gets 12 hours of PTO

reserved for volunteering.

Our staff can choose whatever community service they want, but it has to be approved by a manager first, and they must provide proof of attendance. And, of course, it can't create any scheduling difficulties.

This is a brand new program, but we can't wait to unveil it and give our employees a rewarding way to take some time off from work.

(Jade Palmieri, HR generalist, Millington Bank, Warren, NJ)

**REAL
PROBLEMS,
REAL
SOLUTIONS**

2 **Quarterly audit reduced headaches**

While system updates were usually helpful, sometimes they could wreak havoc on the payroll process.

Just one small change to our system could have a big ripple effect throughout payroll. And vendors wouldn't always be able to catch the issue before it caused us hassles.

A problem usually wasn't noticed until after the fact, and we'd have to make retroactive changes to employees' pay.

Depending on the issue, that could take a long time to figure out – especially if it impacted new hires, since we didn't bring new people aboard every day.

And we knew it wouldn't look good for us if a new employee noticed any problem before we did.

Beginning to end

To make sure we didn't miss any mistakes caused by system updates, we started doing a full-cycle payroll audit of our system every quarter.

We created a test account and walked through the entire process of entering a new hire into the system, from start to finish, to make sure withholding and pay were error-free.

This helps us avoid retroactive corrections, and we can spot problems and get any issues sorted through with our system's vendor right away.

(Adapted from Payroll Auditing Techniques by Billy Meyerkoth, CPP, at the American Payroll Association Congress, National Harbor, MD)

3 **We learned to defuse aggressiveness head-on**

In the world of human resources, you need to be prepared for almost anything people can throw your way.

And one of the things many HR pros see all too often is aggressive behavior.

It can crop up when you least expect it – and in ways you didn't see coming.

But over time, I've learned a valuable and balanced approach to handling aggressive conflict that'll

work for any manager or supervisor willing to put it to the test.

Bend, but don't break

Aggressiveness is a good sign the person you're dealing with has lost self-control.

Therefore, give them time to cool down. Choose another time to talk or change the location.

Next, tell them directly and calmly that there's no need to get angry.

This simple statement is often enough for people to reflect on their behavior and calm down.

Then, use attention-grabbers to pave the way for better listening. Present new information to gain their attention.

For instance, state specific benefits, new ideas or something of interest that hasn't been mentioned before.

It also pays to use plenty of coaching questions to clarify the situation. These buy time and take the sting out of the conflict.

(Martin Webster, Esq. author of the blog Leadership Thoughts, www.leadershipthoughts.com)

SCOTUS: Forced union fees unconstitutional

A recent Supreme Court ruling is being hailed a major setback for unions and “the most important labor law decision, possibly ever.”

In a 5-4 split, SCOTUS ruled that collecting union fees from nonconsenting employees in the public sector violates the First Amendment.

The Court stated: “Employees must choose to support the union before anything is taken from them.”

While some experts are saying this decision will weaken unions as a whole, others argue it’s a positive thing, as it could force them to provide more value to attract paying members.

Info: bit.ly/unions514

Study: Wellness program cut diabetes by one-third

Here’s a strong argument to get upper management on board with employee wellness programs.

A recent study by Quest Diagnostics discovered that one-third of employees who tested as diabetic or pre-diabetic achieved healthy blood levels after taking part in employer-sponsored wellness programs.

Participants worked closely with health coaches who gave them

weekly nutrition and fitness guidance. Twenty-nine percent of employees also lost weight.

Info: bit.ly/wellness514

New Senate bill aims to close the skills gap

With a growing number of industries struggling to fill positions, a new bill introduced in the Senate is attempting to tackle the issue.

The Supporting Useful Career Counseling in Elementary and Secondary Schools (SUCCESS) Act would provide grants that allow guidance counselors to examine local business needs and trends.

The counselors would then develop curriculum and apprenticeships to help guide students toward the industries that need them the most.

Info: bit.ly/senatebill514

Lighter side: Morale boosting gone bad

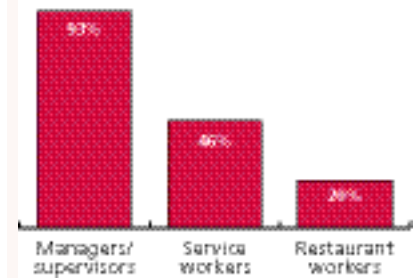
Good managers know their employees need a morale boost every now and then. But some bosses miss the mark. Here are some cringe-worthy company-wide emails you don’t want to send:

- **Subject: Company Picnic**
We will have our first picnic next week, dubbed “Morale Builder.”

WHAT COMPANIES TOLD US

Paid sick leave disparity

Which groups of workers get the most paid sick leave?



Source: 2017 Bureau of Labor Statistics

With so few restaurant workers having paid sick leave, major health issues can arise. These workers are 1.5 times more likely to report to work sick, and three times more likely to forgo needed medical care.

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

The picnic will feature all-you-can-eat hot dogs and beans. A menu of steak and lobster is available for executives.

- **Subject: Recognizing Employee Contributions**
After several strong sales months, we have decided to print Employee Appreciation T-shirts. They go on sale next Monday.

Info: bit.ly/memos514

Sharpen your judgment...

THE DECISION

(See case on Page 2)

Yes. The company won when a court ruled it had a legitimate legal reason for firing Jim.

Jim’s attorney argued the company jumped to conclusions that Jim was abusing his FMLA leave after seeing his Facebook photos and didn’t look into it any further. The attorney said sleeping on the job would’ve been considered a minor indiscretion if the company hadn’t been convinced Jim abused his leave.

But the court disagreed. It said the company had good reason to believe Jim was abusing his leave, and the fact that Jim was given another chance when he got back from

leave meant the company didn’t make a hasty decision about his termination.

Also, the court said Jim’s firing for sleeping on the job had nothing to do with his leave, since a past employee was terminated for doing the same thing – and he hadn’t taken FMLA leave.

■ Analysis: Well thought out terminations are key

The company won this one because it didn’t fire Jim as soon as it suspected he was abusing his leave. It spoke to Jim about the possible abuse, then gave him a second chance. If the company had fired Jim as soon as those photos were posted without an investigation, its case wouldn’t have been as strong.

Cite: *Sharrow v. S.C. Johnson & Son, U.S. Dist. Ct. E.D. MI, No. 17-cv-11138, 4/12/18. Dramatized for effect.*

We ditched several health programs & saved around 12% on premiums

■ Analyzed the effectiveness of add-ons, then scaled back

We had always been willing to give the popular healthcare cost-cutting tactics a shot.

Over the years, we'd loaded up our plan with an array of programs that promised to lower the cost and bolster the quality of the health care we offered our employees.

Suddenly, we found ourselves offering a total of 13 add-ons to our standard healthcare insurance.

But in our quest to stay ahead of the cost-cutting curve, we'd never stepped back to ask ourselves, "Are all these add-ons really essential for our company's needs?"

Usage vs. cost

So we analyzed the effectiveness of these programs by measuring how often they were actually used versus how much they cost us as a percentage of our annual premium.

And what we found was quite eye opening.

For example, the health risk assessment incentive we'd been

of these underutilized and costly programs, we stood to shave a significant percentage off of our premium.

8 fewer add-ons

In the end, we opted out of a total of eight programs we'd added on to our health plan.

Here's what they were and what they cost us as a percentage of our premium:

- disease management (0.5%)
- health risk assessment incentive (1.1%)
- paying to waive coverage (1.7%)
- nurse helpline (0.4%)
- office visit co-payments (4%-6%)
- Bariatric surgery coverage (1.5%)
- incentivized mail order drugs (0.5%), and
- transparency tools (0.1%-0.2%).

Better off without 'em

Once we ran the numbers, it was clear we made the right decision by scaling back.

After getting rid of the unnecessary add-ons we'd offered, we estimated we saved between 9.8% and 12% on our annual premium.

The lesson was clear: While many programs *can* save costs, they only do so if they're utilized.

If you can't get staffers to use the add-ons, you're probably better off without them.

(Bob Foley, director, employee benefits, Mutual of Omaha Insurance Company, based on a presentation at the 2018 Mid-sized Retirement & Healthcare Plan Management Conference in San Francisco)

Case Study:
WHAT
WORKED,
WHAT
DIDN'T

'Are all these add-ons really essential for our company?'

offering was only being used by 26%-30% of our workforce.

But it cost us a full 1.1% of our premium. When we looked at these add-ons in this light, we saw a real opportunity for cost savings.

If we could get rid of a handful

■ Research: 3 ways employees want to be appreciated now

It's no secret that employees who feel valued are happier and more productive at work.

But a recent survey by AttaCoin, a manufacturer of employee recognition gifts, says only 53% of employees reported feeling appreciated at work. That means nearly half think their companies aren't doing enough when it comes to appreciation.

The survey also asked employees how they preferred to be recognized.

Here are three ways employees said they want to be recognized now:

1. Praise ... but in private

While most employees want praise, how you give it to them matters. Many of the survey respondents felt uncomfortable being praised in a group setting.

You can promote a more personal connection and make employees feel comfortable by talking to them one-on-one.

2. Start rewards programs

Setting up specific rewards programs can give your employees something to work toward. Even small prizes can motivate your workers. If they know right off the bat they'll be rewarded for hard work, the groundwork is set for a productive group of employees.

3. Open your mouth, not wallet

Believe it or not, only 36% of employees preferred to receive recognition through money. The majority listed verbal praise as their top way to be recognized. You can do this in the form of a face-to-face meeting, a thank-you letter or even a small prize.

Not only will this save you money, but for some folks it can be more effective than cash.

Info: www.bit.ly/survey513

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.

Veteran employee's being harassed by firm's rising superstar: What can we do?

The Scenario

HR director Stu Capper was scanning a sheaf of resumes when Mary McLaughlin stomped through his office door.

"Stu," she sputtered. "I've had all I can take. I'm going to have to quit."

"What?" said Stu. "You're kidding. You've been one of our best people for years. What on earth could've happened?"

"Jack Donohue. That's what happened," snapped Mary.

'He's the golden boy'

"Jack? Everybody's talking about how well he's been doing," said Stu.

"Yeah, that's the problem. He's the golden boy. But he's been harassing me since the day he got here six months ago."

"What's he done?" asked Stu.

"Lewd comments. Little asides about how good I look. Brushing up against me accidentally on purpose. All sorts of creepy stuff."

"Why didn't you come to me sooner?" asked Stu.

"I thought I could take care of it myself. Besides, who's going to believe me? It's my word against the company star, the guy who's going to bring the operation back to its former glory," Mary said.

"He's definitely made a splash here, no question," said Stu. "But we don't tolerate this kind of behavior from anyone."

"What do you think you can do about it? It's his word against mine. There's no way I can win. My only option is to quit," Mary said.

If you were Stu, what would you do next?

Reader Responses

1 Kim Reed, HR manager, Dell's Insurance Agency, Alamosa, CO

What Kim would do: I'd sit down with Jack and his manager right away and see if Mary's accusations were true. If Jack was harassing Mary, I'd remind him that this kind of behavior won't be tolerated. After writing him up for this violation, he'd be terminated if he continued to harass Mary.

Reason: It doesn't matter how well Jack's been performing for the company. Having a safe environment where employees respect one another is the most important thing. Disciplining Jack will show everyone that harassment won't be tolerated.

2 Kristine McArthur, HR manager, Morrison Mahoney LLP, Attleboro, MA

What Kristine would do: Right away, I'd thank Mary for coming forward and explain she did the right thing. I'd let her know we'd start an investigation, and I'd urge her not to resign until we can get to the bottom of this.

I'd remind her to come back to me with any other incidents or concerns.

Reason: Mary has clearly struggled with coming forward, so it's important she knows she did the right thing. She seems to not know much about our harassment policy and reporting procedures, so I'd walk Mary through how the investigation will play out.

3 Art Masarky, HR director, All Metro Health Care, New York

What Art would do: After assuring Mary we'd investigate her claims, I'd remind her what a valued employee she is and that quitting isn't a good solution for anyone in this situation. I'd speak with Jack to hear his side of the story, then go from there.

Reason: We don't want to lose a long-time employee over this. But we also need to hear Jack's side of the story before we take action. Speaking with both parties and reminding them of our sexual harassment policy will help clear things up. It's also important we treat both people respectfully during the investigation.

QUOTES

I don't regret the things I've done, I regret the things I didn't do when I had the chance.

Unknown

Build your own dreams, or someone else will hire you to build theirs.

Farrah Grey

I hated every minute of training, but I said, 'Don't quit. Suffer now and live the rest of your life as a champion.'

Muhammad Ali

Do not dwell in the past, do not dream of the future, concentrate the mind on the present moment.

Buddha

Whatever you want in life, other people are going to want it too. Believe in yourself enough to accept the idea you have an equal right to it.

Diane Sawyer

Success is always a combination of passion, dedication, hard work, and being in the right place at the right time.

Lauren Conrad