

WHAT'S WORKING in Human Resources™

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

FEBRUARY 4, 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.

3 healthcare reform deadlines you can't overlook in 2013

■ What HR will need to do this year

The year 2014 is the one many HR and benefits pros are dreading when it comes to healthcare reform compliance.

But that doesn't mean that 2013 won't have its fair share of deadlines and requirements that must be followed.

Here's a list of what's coming your way this year regarding healthcare reform:

March 1 – Notice of state exchanges

All employers (regardless of their grandfathered status) must provide a notice to staff members of the

availability of insurance through state exchanges.

The notices must explain three things:

- health coverage for staff will be available through statewide exchanges
- if the employer plan's share of the cost of healthcare coverage is less than 60% of the total costs, a staff member may be eligible for a tax credit and cost-sharing reductions to help pay for insurance purchased through an exchange, and
- depending on an employee's household income, a federal income tax credit might be available to help

(Please see Reform ... on Page 2)

Workplace bullying can lead to medication use

■ Witnesses are also adversely affected, twice as likely to need meds

Every new study conducted on workplace bullying reveals more about its adverse effects on the workplace.

The latest finding: Not only is workplace bullying common, but it can also lead to increased psychotropic medication use.

So says a survey of 6,606 employees of the city of Helsinki, Finland published in *BMJ Open*.

One in five women and one in eight men said they'd been bullied at

work. And those who self-reported that they were victims of bullying were more likely to use sleeping pills, antidepressants and sedatives.

Some more disturbing findings

Researchers also found that bullied men were more likely to use medications than bullied women, and that men and women who witnessed bullying were one and a half to two times as likely to need medication.

Info: tinyurl.com/au9e9v4

2013 DEADLINES

Reform ...

(continued from Page 1)

pay the premiums for insurance purchased through an exchange.

The notices must be given to employees no later than March 1.

July 31 – comparative effectiveness fee

For plan years ending on and after Oct. 1, 2012 through Sept. 30, 2019, all employer health plans must pay an annual fee to support “patient centered outcomes research.”

For calendar-year plans, this means the fee applies to your 2012 plan year.

The fee is \$1 per covered life the first year, and it doubles to \$2 in the second plan year.

It’s then adjusted for inflation during the final five years.

Fees for the previous year are due July 31 every year.

So for calendar-year plans, the fee for 2012 is due July 31, 2013.

No later than Dec. 31 – HIPAA certification

Employer group health plans must file a statement with the Department of Health and Human Services certifying that the plan’s data and information systems is in compliance with HIPAA standards.

Firms should file this no later than Dec. 31.

What’s already passed

We’re only a month into the new year and already a handful of requirements have gone into effect. Here’s what’s already passed:

- **Flexible spending account (FSA) limit.** Employees’ contributions to their FSAs is limited to \$2,500. This took effect Jan. 1.
- **Medicare tax increase.** The Medicare tax on wages increased by 0.9% for high-income earners. High-income earners are those making more than \$200k per year individually and \$250k if married filing jointly. This impacts W-2 withholding and took effect Jan. 1.

WHAT'S WORKING in Human Resources

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There are three important deadlines still to come in 2013.

- **No retiree prescription drug deduction.** Employers cannot take a tax deduction for subsidized retiree prescription drug expenses. This took effect Jan. 1.
- **W-2 reporting.** Employers issuing 250 or more W-2 forms have to include the value of each worker’s health plan benefits on their forms. The deadline for issuing these amended W-2s was Jan. 31.

Info: tinyurl.com/av2ddhl

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 employee’s veganism really qualify as a religion?

“Why is an employee suing us over our mandatory flu shot policy?” asked company attorney Eric Bressler.

Eric sat opposite HR manager Lynn Rondo in Lynn’s office, and was clearly not pleased.

“Who’s suing us?” asked Lynn. “And why?”

“Roger Fillmore,” said Eric. “And he’s claiming religious discrimination.”

Chicken eggs were the issue

“What?” Lynn asked. “Here’s the deal: We rolled out the new policy, and Roger refused to get a shot – even when we told him it was a safety issue and warned him there would be consequences if he didn’t.”

“And his argument?” Eric asked.

“Roger claimed because the flu vaccine contained chicken eggs, as a vegan, he couldn’t get it,” Lynn said. “He even handed me some essay on ‘religious’ justifications for veganism and asked for a religious accommodation in the form of not having to get the shot – like we’d done in the past.

“This year, though, we wanted everybody to get vaccinated,” Lynn added. “So we refused. He didn’t get the shot, so we fired him.”

Roger sued Lynn’s company for religious discrimination, and Lynn’s company tried to get the suit dismissed.

Did Lynn’s company win?

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

Manager chastises employees on Facebook: Was it a violation of policy?

■ *Supervisor was already on probation at the time*

You know at this point what happens when an employee badmouths his or her supervisor on social media.

But what happens when a manager badmouths her employees online?

Workers had called in sick, but ...

Virginia Rodriquez was a manager at a Sam's Club in Texas when one day, she got in trouble after having an employee mark down a \$47 item to \$20 so Rodriquez could buy it.

Her bosses put her on probation for a year, saying if she violated policy again, she'd be gone.

Nine months later, Rodriquez came across photos of co-workers enjoying themselves at a 4th of July party. The problem: Rodriquez knew the revelers had all called in sick that day.

Rodriquez wrote on the Facebook page of one of the employees, chastising the group. The woman on whose Facebook page Rodriquez had left the comments complained to HR.

The HR manager chided Rodriquez for not dealing with the situation face-to-face, and said her actions violated the organization's social media policy – and fired her. Rodriquez sued.

But the court wasn't persuaded. It was clear that Rodriquez had violated the company's well-established social media policy, the court said.

And it was also clear she had violated the terms of her probation. Case closed.

Cite: Rodriquez v. Wal-Mart Stores, Inc., *U.S. Dist. Ct., N.D. Tex., No. 3:11-CV-2129-B, 1/9/13.*

Was manager allowed to threaten violence against staffer for inappropriate comments?

■ *Supervisor offered to shoot direct report after offensive remark*

Is there ever a time where threatening violence against a co-worker is acceptable?

No, according to a recent court case where a supervisor thought she had a legitimate reason to lash out against a colleague.

'I own a .357 revolver'

Twila Gaff was a manager at St. Mary's Regional Medical Center, and Cecil Nelson was one of her reports.

Gaff and Nelson apparently had a contentious relationship which came to a head one day when Nelson said Gaff's husband was leaving her for another woman.

Gaff responded by saying that she

owned a .357 revolver, that she knew how to use it, and that Nelson's comment was "the kind of joke that can get someone shot."

The medical center fired Gaff, citing the threat as the reason. Gaff filed suit, claiming she was retaliated against.

The court acknowledged that Nelson acted immaturely.

But it also found that Nelson's comments were isolated and the medical center was able to provide a legitimate, non-retaliatory and non-discriminatory reason for firing Gaff – her threat of violence against Nelson.

Cite: Gaff v. St. Mary's Regional Medical Center, *U.S. Dist. Ct., W.D. Okla., No. CIV-10-926-C, 1/19/12.*

COMPLIANCE ALERT

■ **'Charlie Rose' show owes up to \$250k to unpaid interns**

If you think you might be immune from the Department of Labor's requirements regarding unpaid interns, this high-profile case should prove otherwise.

American television interviewer Charlie Rose and his production firm have settled a class-action lawsuit filed by a former intern who said she wasn't paid for her work.

Lucy Bickerton said she worked 25 unpaid hours a week from June through August 2007 for the show, conducting background research on guests, compiling press packets, cleaning the green room and more.

After her stint, Bickerton filed suit, and the size of the class of interns ballooned. Rose and his company finally agreed to settle for up to \$250,000, paying back wages to up to 189 interns who worked for the show between 2006 and 2012.

The monetary settlement also includes Bickerton's lawyer's fees – \$50,000.

Info: tinyurl.com/bxsmt3e

■ **Manager's egregious harassment costs firm \$150k**

All it takes is one rogue manager to cost your company big.

Exhibit A: Spectrum Bags has agreed to settle a sexual harassment suit filed by the Equal Employment Opportunity Commission alleging that the company's warehouse supervisor:

- frequently subjected four women to inappropriate comments, touching, and text messages
- used his computer to look at adult websites and display pornographic material, and
- repeatedly asked the women out on dates and invited them to parties and hotels.

Spectrum Bags agreed to pay \$150,000 to settle, and will also conduct anti-harassment training.

Info: tinyurl.com/ad3eqav

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.

Rules for adult care under FMLA?

Q: When is a staffer eligible to take FMLA leave to care for a child?

A: When the child is younger than 18, a parent needs to show that the child is suffering from a serious health condition and needs care as a result.

That's according to a new Administrator Interpretation Letter from the Department of Labor (tinyurl.com/b8qrhnr).

But for a parent to take leave to care for a son or daughter 18 years or older, the child must not only have a serious health condition and need care as a result but also have an ADA-defined disability and be incapable of self-care due to that disability.

DOL's coming: What to expect?

Q: We just received a letter from the Department of Labor saying officials want to come to our office to review our records. What will they want to look at?

A: According to Daniel Schwartz (dschwartz@pullcom.com) on the Connecticut Employment Law Blog (tinyurl.com/2cufgh6), the DOL may ask to review:

- payroll records (e.g. payroll journals, time cards, and/or time sheets) over the last two years
- lists of staff considered exempt (and the exemption claimed) and the job descriptions for those exempt employees
- lists of staff who hold more than one position at your firm
- a list of your three major vendors or suppliers

- records that reflect your gross revenue of your business for last three years
- Federal Tax ID number
- names, addresses and phone numbers of all employees (present and former) from the last two years, and
- dates of birth, dates of employment and job titles for all those persons under the age of 18 who have worked for you for the last two years.

Medical inquiries and the ADA

Q: Under the Americans with Disabilities Act (ADA), when can we share info we've received in response to a medical inquiry to an employee?

A: The ADA confidentiality requirements make it clear that employee medical info can only be shared in three situations, says Jim Kizziar (jim.kizziar@bgllp.com) and Amber Dodds (amber.dodds@bgllp.com) from Bracewell & Giuliani (tinyurl.com/lswemm):

- with supervisors to establish medically-based restrictions on work duties or to provide accommodations for the employee
- with first aid or safety personnel who might be required to provide emergency treatment to the employee, and
- with government officials investigating ADA compliance.

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

EFFECTIVE COMMUNICATION

■ Tips for managers: How to help staff get career-oriented

Many folks in this economy are happy just to have a job.

But are your managers content to have staffers in their department who want little more than that?

Probably not.

Yes, a job pays the bills. But a career path can offer more personal fulfillment for staff and bring out the best in employees' performance.

Most of the responsibility for establishing a career track for staff falls on direct supervisors – the people employees see every day.

And the way supervisors approach employees can go a long way toward helping staff move in that direction.

Here are three strategies for managers to help get employees more career-oriented:

1. Find the strategic in each job

Each department holds a different and unique strategic importance in the bigger picture of the company.

That's something you'll want managers to spell out to staff and reinforce often.

2. Learn where they want to go

This isn't a once-a-year-at-review-time discussion for supervisors.

Managers who understand staffers' short- and long-term career goals can help those workers figure out how to get there.

3. Acknowledge the 'lifers'

Not everyone aspires to the C-suite.

Some folks may be perfectly content to stay in the role they're in, and that's OK.

That doesn't mean managers shouldn't work to enrich those staffers' experience.

Tip: Supervisors should look for training that enriches the skills workers need for their positions.

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 **Our incentive program attracts top performers**

The competition for great candidates in our industry was intense.

Add to that the number of companies in our region in the same or similar business, and we knew we needed something really great to entice candidates to join us.

So we brainstormed and came up with something that would benefit not only prospective employees but also current staff members as well.

The program: "Employees with Benefits."

Employees earn points, perks

Staffers earn points both by performing well and by helping out colleagues.

Some examples of ways that staff members can earn points are by:

- volunteering at charity events
- jump-starting a co-worker's car, and
- recruiting new customers or employees.

We've rolled out a

number of perks that employees can earn via the points they receive, including meals, gift cards and vacation time.

We're lucky to report that we've received some media attention for the program. But that's just a bonus.

The real reward is that the initiative is really helping our retention rates as well as aiding us in attracting solid candidates.

(Walt Lane, president, NetStandard, Kansas City, KS)

REAL
PROBLEMS,
REAL
SOLUTIONS

2 **Eliminated payroll hassles with one fix**

Our timesheet process was outdated, and it was time to make a major change.

How it used to work: Off-site employees would fax payroll their hours for the week.

As you can guess, this was a hassle. Plus, there were too many instances of workers putting in hours incorrectly, resulting in unwarranted OT.

For example, an employee might work four 10-hour days and count the

extra two hours a day as overtime.

It was a pain to fix and cost us precious time.

Forget the fax machine

We knew what we had to do: Move to Web-based electronic time cards. So we did some research and worked with IT to get everything set up.

It's been quite an undertaking and has taken some getting used to, but after a period of adjustment we can see it was worth it.

Now, managers sign off on staffers' hours every week.

Even better: We can create filters for certain discrepancies – like inaccurate OT – that the system will fix.

That way, problems are way easier to snuff out.

The whole process has been streamlined – it's saved us time and money.

(Bob Nolan, controller, Summit Technical Services, Warwick, RI)

3 **How we get buy-in from our employees**

We'd been racking our brains trying to figure out how to get buy-in from staff on upcoming changes.

After all, we knew that employees who were well-informed and who felt like their opinions were listened to were more likely to feel engaged and stick with their companies.

4 steps

So we came up with a four-step plan to make sure that our employees

would be involved in company decisions moving forward.

We now do the following:

1. **Ask for their feedback often.** More importantly, we respond to it, either implementing workers' ideas, changing things based on their concerns or explaining why we can't do something.
2. **Listen.** We ask for feedback before we implement changes – and we use it. When we make changes, workers are committed to them.
3. **Show appreciation.** We ask employees for advice, based on their

areas of expertise, on how to improve what we already do well or not so well.

4. **Communicate.** We follow up on everything, and let reps know what we do with what they share.

The results so far have been stellar – staffers have mentioned how much they appreciate being listened to.

(Justin Robbins, manager of training and guest experience, Hershey Entertainment and Resorts, Hershey, PA)

NEWS YOU CAN USE

Use this tactic to boost employee engagement

If companies care so much about employee engagement, why are so few using promotions to help boost it?

Only 16% of companies are actively communicating their promotional guidelines and policies to employees – despite the fact that promotions have a positive effect on engagement, motivation and retention.

That's according to a new survey from nonprofit HR association WorldatWork.

The results are puzzling, say researchers, because companies are still actively promoting people – though few firms communicate promotional processes, they still promote 8% of staffers every year.

Info: tinyurl.com/admfqqr

More staffers withdrawing from retirement funds

If you're looking for a good reason to sink some funds into educating staff on retirement savings, this is it.

More than one in four employees is using money from their retirement savings to pay for current expenses.

That's according to new research of consumer finance data from the Federal Reserve and the U.S. Census

Bureau by Hello Wallet.

Other relevant findings:

- Workers in their 40s are most likely to breach their savings for non-retirement needs, and
- 75% of workers report that they breached their savings because of basic money management problems.

Info: tinyurl.com/lajuyobc

Hard-to-believe stats on social media policies

It's amazing but true: Only 69% of companies have a social media policy, according to a new study entitled Social Media in the Workplace Around the World 2.0.

Worse: Only 33% of those companies who use social media for business train staff on the appropriate use of it.

Info: tinyurl.com/axz8ok3

Lighter side: The 5 oddest interview questions of 2012

We're not sure what firms gain by asking applicants bizarre questions during interviews, but we do know it's entertaining.

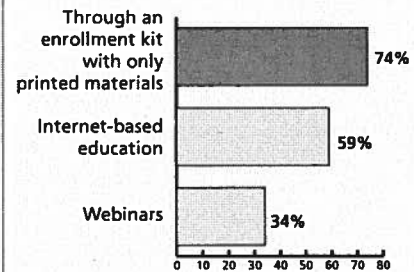
Glassdoor recently compiled the strangest interview questions asked last year. Here are our favorites:

- If you were to get rid of one state

WHAT COMPANIES TOLD US

Electronic education on the rise

How do employers communicate with workers about their retirement plans?



Source: PSCA survey

No matter how it's done, communicating with and educating staff members on their retirement plans remains crucial. (See story at left.)

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

in the U.S., which would it be and why? (Forrester Research)

- A penguin walks through that door right now wearing a sombrero. What does he say and why is he here? (Clark Construction Group)
- What's your favorite song? Perform it for us now. (LivingSocial)
- Have you ever stolen a pen from work? (Jiffy Software)
- On a scale from 1 to 10, rate me as an interviewer. (Kraft Foods)

Info: tinyurl.com/bgn63m2

Sharpen your judgment...

THE DECISION

(See case on Page 2)

No, Lynn's company lost, and the case was sent to trial.

The company argued it had legitimate safety reasons for requiring employees to get a flu vaccine. But the court acknowledged – partly because of Roger's essay materials – that it was possible for his veganism to be a "moral or ethical belief" that could qualify as a religious belief.

And because the Equal Employment Opportunity Commission (EEOC) has said that employers may have to make reasonable accommodations for a person's religious beliefs, the company must prove that Roger's veganism was not a "religious belief" – or at least that it wasn't

sincerely held, the court said. Now comes a drawn-out trial or an expensive settlement for Lynn's company.

■ Analysis: Give all requests proper consideration

Requiring staff to get a flu shot can run afoul of laws like the Americans with Disabilities Act and Title VII of the Civil Rights Act, and get firms in trouble with the EEOC. It seems like a good idea in theory, but it can get sticky in practice.

True, some businesses (like healthcare firms) may have legitimate reasons for such a requirement. But this firm never attempted to engage in the "interactive process" to see about a reasonable accommodation for Roger. A big mistake – especially because it allegedly allowed staffers to go without the shot in the past.

Cite: *Chenzira v. Cincinnati Children's Hospital Medical Center, U.S. Dist. Ct., S.D. Ohio, No. 1:11-CV-00917, 12/27/12. Fictionalized for dramatic effect.*

Meeting with execs, monthly 'lunch and learns' help staff see big picture

■ Initiatives made onboarding process a success

We went to great lengths to hire the best and brightest applicants, but once we got them in the door, we were afraid we weren't giving them the attention they needed.

You don't need to tell us twice how important hiring the right people is.

As a small company, we know just how valuable every employee is – and what can happen if you bring in someone who eventually doesn't work out.

At the same time, we were slowly realizing that once we got those candidates in the door, we may not have been doing enough to nurture them.

We knew that could lead those stellar workers to become disengaged or even leave the company.

So we sat down and brainstormed some ways where we could make sure the onboarding process was more beneficial.

One-on-one with execs

That's how we came up with a fun idea involving our senior-level staff during each employee's first week.

Like with every company, we ask new employees to go through and fill out all the necessary paperwork during their first week.

Those staffers of course also undergo training for their specific position.

But something we've rolled out that we think separates our orientation from other firms' is that every new hire gets to sit down for an onboarding meeting with our executives.

This gives new staffers a chance to meet senior management staff who the

new workers may not get to talk to on a daily basis.

It also gives execs a chance to introduce themselves, explain their jobs and ask the new recruits questions about the hiring process and how things are going.

See the big picture

At that point, new staffers have a sense of how the execs operate and also how their own position fits into the company as a whole.

At the same time, we knew their education shouldn't stop there.

That's how we hit on the idea of monthly "lunch and learns."

We invite the whole company to attend a once-a-month meeting where we explain how a section of our business works.

For example, one month we may explain all the ins and outs of what marketing does and how that interacts with the other areas of the business.

Bonus: We record all the presentations, and we'll eventually make them available for staffers to view anytime.

An overwhelming success

Our weeklong training process and our monthly lunch and learn series both have been major successes.

New hires rave about how valuable it was to sit down with senior-level execs.

And current employees have said they really gain an understanding of the business as a whole thanks to the lunch and learn sessions.

(Jeanne O'Connor, HR manager, Billtrust, Hamilton, NJ)

HR OUTLOOK

■ What are companies doing to retain staff in 2013?

What keeps staffers at your company? According to new research, great pay and benefits isn't quite enough.

Sixty-seven percent of U.S. employees stay with their current employer because of a "work/life fit," according to a study by the American Psychological Association.

That's more than the number of workers who said salary (59%) or benefits (60%) were their primary reasons for their loyalty.

'Critical-skill workers'

It appears that employers will need every advantage they can get when it comes to retaining their top performers.

Reason: Companies are having trouble finding, hiring and keeping "critical-skill workers."

A separate report by Towers Watson and WorldatWork found that 50% of firms said they had trouble with critical-skill retention.

The study also found that 61% of U.S. businesses were having issues when it came to finding and hiring critical-skill workers.

That's the largest percentage since before the Great Recession.

What firms can do

Mercer's 2012 Attraction and Retention Survey highlighted some of the tactics companies used to prevent engagement and turnover issues last year.

Example: Ninety-five percent of firms provided some form of merit pay increase for 2012. In terms of non-cash rewards, employers:

- communicated total reward value to workers (25% of firms did this)
- used social media to boost employees' work experience (25%), and
- offered formalized career paths to workers (22%).

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.

Firm puts new staffers through training – then they hit the road

The Scenario

"These training expenses are enormous," said VP Bart Stathis.

Bart sat in HR manager Stu Capper's office with CFO Corinne Mitchell, their heads buried in their respective stacks of paper.

"I know," said Stu. "A lot of the costs are coming from departments where technology is constantly changing, like IT."

"If we're spending this much on training, we need to do something about the turnover in those departments," said Corinne.

They get trained, then they bolt

"I'm willing to budget what's necessary to keep our workers' skills sharp," Corinne continued. "But we all know the turnover numbers in these departments are too high.

We've seen too many people come in, get trained and then bolt."

"I'll talk with some of the department heads," said Stu.

'What about a commitment?'

Later that week, Stu sat down with IT manager Alexandra Smart to get her input on the situation.

"Are you thinking about requiring new staffers to sign some kind of commitment?" asked Alexandra. "I'm not so sure about that – our competitors aren't doing it, and tying people down won't sit well with them."

"We already pay these guys above market, so we can't just up their salaries," said Stu.

"I'm fresh out of ideas," said Alexandra. What would you do in Stu's position?

Reader Responses

1 Alison Vinson, HR manager, Arvest Bank, Oklahoma City

What Alison would do: I'd conduct a survey of the current IT staff to get the pulse of what's driving the department turnover.

Reason: Sometimes what management thinks drives employees is way off base, so taking a survey could give the staff the opportunity to anonymously shed some light on the real issue(s).

Since salary doesn't seem to be the issue, it could be any number of things, including lack of support from management, intangible perks like vacation time, or work/life balance.

2 Brenda Watts, HR manager/controller, Plyler Paper Stock Co., Charlotte, NC

What Brenda would do: I'd definitely require new hires to sign a commitment saying they'll stay with us for at least a year after training.

Reason: Sometimes you have to be innovative.

Even though none of our competitors are making workers sign a commitment, that doesn't mean it's not a good idea.

3 Karen Keast, HR assistant, city of Brooklyn Park, Brooklyn Park, MN

What Karen would do: I'd look for ways to challenge new hires more as well as seek out new strategies for boosting employee engagement.

Reason: Technology changes so fast, so I agree that the commitment to keeping employees up to date in those areas is worthwhile.

The reason for the turnover could be anything, so I think looking into how we treat new hires once they're brought on, our orientation process and the training process itself should shed some light on what the issues are.

Plus, working on challenging staff and engagement should be something we're always working on anyway.

QUOTES

Solitude is the place of purification.

Martin Buber

I want my children to have all the things I couldn't afford. Then I want to move in with them.

Phyllis Diller

Do not mind anything that anyone tells you about anyone else. Judge everyone and everything for yourself.

Henry James

Try to learn something about everything and everything about something.

Thomas Huxley

It is always during a passing state of mind that we make lasting resolutions.

Marcel Proust

Originality is the fine art of remembering what you hear but forgetting where you heard it.

Laurence J. Peter

Next to excellence is the appreciation of it.

William Makepeace Thackeray