



THE RESOURCE

VOL. V, ISSUE II

Labor &
Industrial

INSIGHTS[®]

Magazine

*Better
Recruiting*
WITH
**Hiring
Teams**

INSIDE

Using Metrics to Avoid 3 Common
Compliance Mistakes

A Movement to Fix Feedback

A Key Question about ADA
Accommodations

As we celebrate the 40th Anniversary of our Company in 2019, I feel compelled to reflect back on the incredible journey that brings us to this milestone. - Kathy Hartung

As we step into our Company's 40th year in 2019, we begin by digging into the current state of our marketplace, our customers' needs, and how we are doing meeting their needs.

What we see is uncharted waters - where the demand for people is much greater than the available supply, and we must provide new and innovative solutions instead of old solutions that no longer work.

Now we get to create that *NEXT FUTURE* for The Resource. We are still highly committed to hiring great employees for our Customers, but the way we do it has and continues to change at a pace that is hard to imagine. We also know that finding the people is only the first step towards matching them with a new career. We must have the tools and technology to match them to the right opportunity and be the bridge to set them up for success.

The Resource's CORE Assessment gives us the Power and Knowledge we need to be that bridge for those looking for a new career, or to find a better fit in their work. It also gives us insight about each person to understand how they operate, and to coach them to succeed and overcome the challenges they encounter. After all, our companies are made up of a bunch of human beings making decisions and taking action. Where else could we make a greater impact than optimizing our people into the right roles, and lifting and coaching them to great success and being their best self?!

The Resource 2019 and beyond offerings:

- Hiring Solutions
- Coaching Solutions
- Training & Development Solutions
- Human Resources (HR) Consulting Solutions
- Career Coaching & Placement Solutions

See the back cover of this issue for a full list of services within each offering!

In 2019, The Resource will be offering monthly **Learning Opportunity Sessions**, as a benefit to our clients and local businesses! These sessions will focus on various topics to aid in both Personal and Professional Development. If you'd like to be notified of upcoming sessions, email info@theresource.com!

THE RESOURCE

“Are you operating as your BEST SELF? How can we help you be your BEST SELF? Call me. In 10 minutes after taking the CORE, I can begin to help you understand how...”



Best Regards,

A handwritten signature of Kathy Hartung in black ink.

Kathy Hartung, CEO

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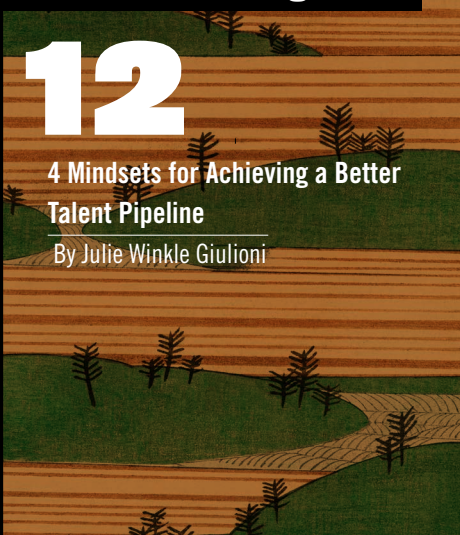


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Better Recruiting **WITH** **Hiring Teams**

BY SHARLYN LAUBY

One of the fundamental truths of recruiting is that it's a two-way process: the candidate selects the company as much as the company selects the job seeker. That selection process grows increasingly complex each day as more and more candidates are doing their homework about the organizations they consider. Part of that homework includes gathering information from friends and colleagues, which is why it's no surprise that the most common source of hire remains employee referrals. But with 79% of job seekers drawing on "resources and information they found online," technology, too, plays a huge role in recruitment.¹



If job seekers are using multiple sources to make decisions about the companies they're considering, then maybe organizations should consider doing the same about their candidates. Through collaborative hiring, a company draws on multiple people involved in the hiring process. In addition to HR and the hiring manager, this "team" includes the other individuals (both inside and outside of the target department) with whom the candidate will interact most often.

Organizations are often reluctant to use collaborative hiring because of the time it involves. Because more people are involved in the hiring process, there are more schedules to coordinate and more interviews to plan. Most people see this time commitment as an obstacle. But it can actually be a huge benefit!

Companies don't like to admit this, but sometimes they hire too quickly. And sometimes candidates accept job offers too quickly. For those reasons, a longer hiring process can be presented to candidates as a benefit (even with its downsides): "We take a long time to hire, because this is an important decision. We want to get it right—and we want whomever we hire to feel the same way."

In addition to giving a company more time to make a better hire, a collaborative hiring approach offers four other advantages:

- **The candidate gets a realistic job preview.** Sometimes recruiters and hiring managers sugarcoat their descriptions of jobs (or leave something out). That doesn't mean they're out to deceive: because they themselves don't always do the jobs they're hiring for, their understandings of the work involved can be inaccurate. By including more people in the hiring process, companies are better able to give candidates on-target descriptions of the work.
- **Involving more people in the hiring process ensures greater buy-in for the candidate's success.** Occasionally, a company will hire someone who isn't supported by his or her new colleagues. Behind the scenes, peers will say, "If we had interviewed him, we would have told the company that he isn't a good fit." Giving coworkers a chance to meet a candidate makes them more likely to support the final hiring decision.
- **The candidate has a larger informal network when he or she starts.** Every organization has unwritten rules, and new hires usually don't

want to ask their bosses or HR about those things. A new hire needs a network of people who can answer "off the record" questions about policies or company culture. Organizations that address this need via a "buddy" program for new hires can include the buddy in the interview process.

- **The company creates a greater opportunity for employee engagement.** The last thing a company wants is to hire someone who leaves six months later. Having positive, trust-based, working relationships is the key to employee engagement, productivity, and retention. Collaborative hiring allows candidates to start building relationships with coworkers and to learn additional information about the work and the company.

SET HIRING TEAMS UP FOR SUCCESS

Collaborative hiring brings several benefits—but only if organizations set their recruiting teams up for success:

- **Goal:** It might be tempting to think the goal is recruiting (and on some level, that perspective is accurate). But it's important not to focus so much on that single goal to the point of overlooking the recruiting process, candidate experience, selection criteria, and other details.
- **Training:** All teams need training on problem solving, collaboration, decision making, conflict resolution, and other important tasks. Organizations should invest in the people who are hiring their talent.
- **Leadership:** The group needs to be able to work together and respect each other. They need strong leadership to guide them through the process of making difficult decisions that affect people's lives.

When recruitment teams are given the resources they need to be successful, they will effectively bring the best talent into their organizations.

Sharlyn Lauby is the author of HR Bartender (www.hrbar-tender.com), a friendly place to discuss workplace issues. When not tending bar, she is president of ITM Group Inc., which specializes in training solutions to help clients retain and engage talent. She can be contacted on Twitter at @HRBartender.

1. Aaron Smith. 2015. "Searching for Work in the Digital Era." Pew Research Center website, November 19, www.pewinternet.org/2015/11/19/searching-for-work-in-the-digital-era/.

No company wants to end up in the headlines for violating a code of conduct or for not updating its policies to comply with the latest legislation. Unfortunately, though, even after organizations spend significant amounts of time and money on compliance, slipups happen. The problem is that compliance training alone is not enough:

Too many firms treat compliance as a box-checking exercise, making employees sit through training to attest that they understand the rules, but failing to assess the effectiveness of their compliance programs, or doing so with faulty metrics.¹

Using Metrics to Avoid *3 COMMON COMPLIANCE* **MISTAKES**

BY CHARLES COY



What matters is not *how much* compliance training employees undergo, but *if and how it gets measured*. Shawn Flynn, the head of global value, analytics, and industry solutions for Cornerstone OnDemand, sees a strong link between the lack of measurement and compliance failures. He has analyzed the most common compliance mistakes organizations make—and the metrics that can help prevent them.

UNDERESTIMATING THE IMPACT OF NONCOMPLIANCE

THE PROBLEM: Companies that haven't yet grappled with audits or lawsuits may not realize the dangers associated with ineffective compliance training. Flynn points out that both small, new companies and established firms exhibit this ignorance. Often, he says, firms that haven't yet "incurred a penalty . . . don't believe in the upside of driving compliance efficiency."² But he warns of the dangers of putting on blinders: the average cost of an employee lawsuit runs about \$70,000.³ And some compliance-related cases and fines can be even higher, such as Fresenius Medical Care North America's \$3.5 million fine for HIPAA violations.⁴

THE SOLUTION: To demonstrate the impact of noncompliance, managers within a company should share metrics on how much and how often organizations in their industry are fined. They can then demonstrate how cost-effective proper compliance training is by comparison.

USING A ONE-SIZE-FITS-ALL APPROACH

THE PROBLEM: Employees need to see a clear connection between their compliance training and the benefits it brings to their jobs specifically. For example, the payroll department must have compliance training on how to manage sensitive employee data to ensure that it can protect workers' privacy. The marketing department, on the other hand, wouldn't necessarily need the same compliance training; its time may be better spent learning how to protect other types of information.

THE SOLUTION: To deliver relevant training that keeps employees engaged, Flynn advises using "pulse" surveys to track employee sentiment and gain insight into how workers view training. For example, consider a scenario in which companies expect employees to spend long hours completing compliance training. Through surveys they may learn that their workers believe

they don't have enough time for that training, and with that knowledge those organizations can address the problem by eliminating or creating more targeted training modules.

USING OUTDATED TRAINING

THE PROBLEM: Creating compliance content is a big investment, but if the content isn't maintained or updated, that investment can quickly lose its value. According to Flynn, it costs about \$18,000 to develop just one hour of content—which then needs to be updated every 24 months. "For big companies with complex compliance requirements, this can be a huge but necessary financial burden," says Flynn.

THE SOLUTION: By tracking content costs over time and across individuals and departments, and then comparing those costs against the costs of lawsuits or violations, business leaders can identify areas where costs are not delivering the desired compliance benefits. Armed with that insight, compliance managers can then reassess their strategy, and invest in a content refresh.

The costs of compliance may be high, but the costs of noncompliance are potentially much higher. Ongoing measurement (either in-house or through third-party compliance products and services) is an important step in avoiding costly and long-lasting compliance mistakes.

Charles Coy is the senior director of analyst and community relations at Cornerstone. Responsible for evangelizing about Cornerstone's innovation in talent management technology solutions, he is interested in the ways that technology can affect how organizations evaluate, motivate, and value their employees. He can be reached via Twitter at @oleskoo.

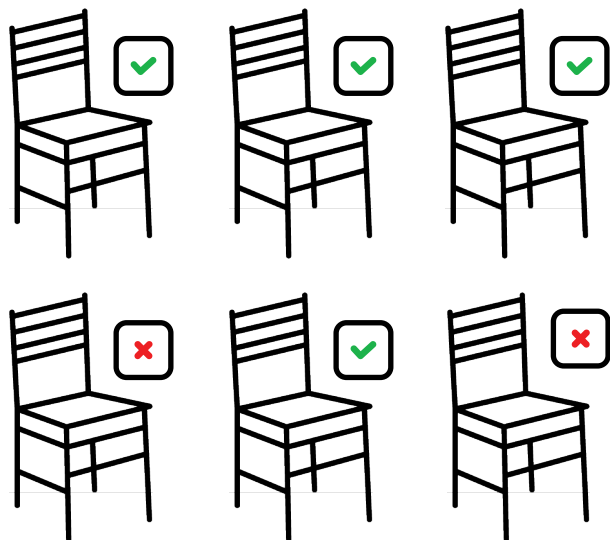
1. Hui Chen and Eugene Soltes. 2018. "Why Compliance Programs Fail—and How to Fix Them." *Harvard Business Review* online, March-April, hbr.org/2018/03/why-compliance-programs-fail.
2. Personal communication with the author.
3. SAGE. 2016. "Avoid Costly Fines: Ten Compliance Mandates You Can't Afford to Ignore." Sage website, www.sage.com/na/~media/site/Sage%20HRMS/pdf/HRMS_WP_Avoid-CostlyFines.pdf.
4. HHS Press Office. 2018. "Five Breaches Add Up to Millions in Settlement Costs for Entity That Failed to Heed HIPAA's Risk Analysis and Risk Management Rules." U.S. Department of Health and Human Services website, February 1, www.hhs.gov/about/news/2018/02/01/five-breaches-add-millions-settlement-costs-entity-failed-heed-hipaa-s-risk-analysis-and-risk.html?language=es.

Don't Let Poor Recruitment and Onboarding Practices Lead to Turnover

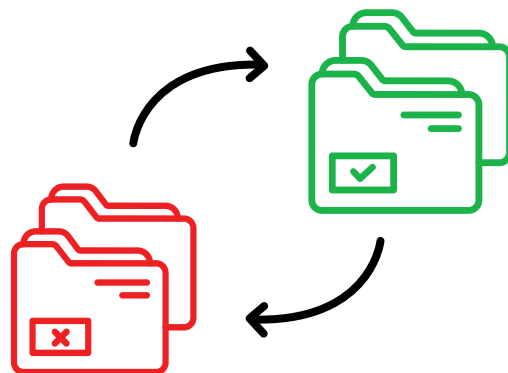
BY STRATEGIC HUMAN RESOURCES INC.

QUESTION:

We're having a problem with new hires leaving shortly after they start. What can we do?



INFORMATION
SUPPLIED



ANSWER:

Turnover is challenging and costly, and it happens for many different reasons. In order to solve the problem, you first need to understand its causes. Exit interviews with departing employees can shed light on the reasons for their departure. But if exit interviews aren't feasible, start by reviewing your recruitment and onboarding processes.

First, take a critical look at your job descriptions, job postings, screening criteria, and interview questions, as well as the background information that is shared with candidates. Do they accurately describe the job details, expectations, and work environment? Two of the main reasons employees cite for leaving their jobs within the first six months are "their jobs were different from what they expected in the interview" and "their boss was a jerk."¹

During the recruitment process, it is imperative to be transparent about the job, your company, and the hiring manager. If the job involves difficult or unpleasant work, disclose that to the applicant. If the hiring manager is highly demanding, make that known during the recruitment process. An employee who has a *realistic* preview of the job won't be surprised by what he or she finds on the first day and will therefore be less likely to leave quickly.

Next, examine your onboarding. A good onboarding plan is exactly that: *a plan*. Onboarding doesn't just happen organically, but is designed well before an employee's first day and is built around the information, tools, resources, and training needed to set him or her up for success in the new role. A good onboarding plan should include the following components:

- **Company information.** Acquaint new employees with the company's history, mission, culture, people, markets, operations, and goals. Consider putting together a welcome packet that includes this information along with an organization-themed gift (such as a shirt, mug, or other item with the company logo).
- **Company policies and procedures.** Inform new employees about the company policies and procedures that affect their work, including payroll and pay schedules, time tracking, benefits and perks, keys, equipment, handbook, emergency procedures and contact numbers, time off (including breaks, sick days, vacation days, and holidays), dress code, smoking policy, and parking.
- **Job information.** This may include a job description, an organization chart, details about the reporting structure, procedures manuals, and information about the performance evaluation process.

Another way to make onboarding more successful is to assign a mentor or buddy to each new hire. A mentor can help the new hire acclimate to your company and to his or her new job, serves as an information source (to broker introductions to other employees, for example, and to explain company lingo and unwritten rules), and provides on-the-job guidance (by clarifying assignments, pointing out available tools and resources, etc.). A good mentor or buddy often has the following experience, traits, and skills:

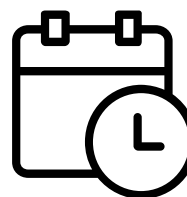
- Strong performance history and pride in his or her work and in the organization
- Thorough understanding of the new employee's job
- Broad knowledge of the department's operations and the company's operations
- Adequate time to spend with the new employee
- Patience, good communication skills, and the ability to serve as a positive role model.

KEEP THE LINES OF COMMUNICATION OPEN

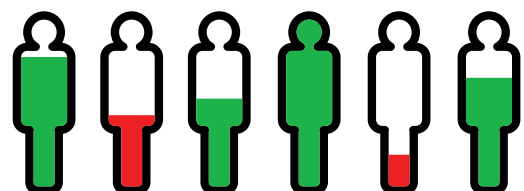
Open, two-way communication from the beginning of the recruitment process will help you ensure that new hires' questions and concerns are addressed. It also allows you to provide timely feedback and guidance on their performance. Set milestones to check in with them to be sure they receive effective onboarding and are integrating into their jobs, utilizing the onboarding plan, and performing as expected. If you seize the opportunity to leverage new employees' excitement, energy, and readiness to learn, you can positively shape how they approach their jobs and how they feel about your organization—and therefore improve retention and decrease turnover.

Strategic Human Resources Inc. is a national full-service HR management firm based in Cincinnati, Ohio. Its president and founder, Robin Throckmorton, can be reached at Robin@strategichrinc.com.

1. Tori Fica. 2018. "What People Really Want from Onboarding." BambooHR blog, October 3, www.bamboohr.com/blog/onboarding-infographic/#point-two.



TIME INVESTED BY CO-WORKERS IN LEADERSHIP ROLES



A *Movement* to *Fix* Feedback

BY TAMRA CHANDLER

Feedback.

Just hearing that word can make someone's blood pressure rise—and his or her defenses go up. Many people consider it a dirty word associated with bias, politics, resentment, and self doubt. With such a negative reputation that's been built one lousy experience at a time, feedback definitely has a branding problem. Yet anyone who takes a step back and thinks about the true purpose of feedback will realize that it doesn't have to be a bad thing and that it can provide insights that are essential to improvement, growth, and advancement.



At the root of feedback's branding problem are the misconceptions, bad habits, and defense mechanisms that have negatively shaped how people think about and experience it. With a better understanding of feedback, it's possible to make a fresh start on fixing it once and for all. But this fix will require a fundamental change—a seismic shift in thinking that can't be achieved with a simple tuneup of current feedback delivery methods or by calls for more direct feedback in cultures dominated by uncertainty, distrust, and outdated ideas. The redemption of feedback requires a movement that moves organizations out of the danger zone of telling others what they need to change and into the collaboration zone where everyone figures things out together.

A NEW DEFINITION

First, the movement must embrace a new definition of *feedback*:

feedback (noun): clear and specific information that's sought or extended for the sole intention of helping individuals or groups improve, grow, or advance

"The sole intention of helping" is key here. If feedback isn't intended to help individuals or teams thrive and grow, then why give it or seek it? If what's being offered doesn't pass this sniff test, then it's definitely not feedback.

- **Fairness** goes hand in hand with trust and is therefore vital to setting the scene for successful feedback. Feedback won't work if a perceived lack of fairness taints a relationship or exchange. Given the human tendency toward bias, ensuring fairness requires both the giver and the receiver of feedback to accept their own imperfections. It also requires giving and receiving feedback without judgment by bringing what's witnessed and experienced to an open conversation. Finally, welcoming more voices into the feedback ecosystem is a powerful way to mitigate bias, connect ideas and themes, and build a trusted network of support.
- **Focus** is a way to deliver a big idea in small bites. Giving focused feedback is like snacking on positivity and possibility, as opposed to gorging on performance reviews and banked-up lists of strengths and weaknesses. Focus lies at the heart of the "clear and specific" part of the new definition of *feedback*.
- **Frequency** is the accelerator of feedback: whereas fairness and focus fuel the engine, frequent connection is where the rubber truly hits the road. Frequency improves the quality of relationships and accelerates learning by telling others, "I'm paying attention, and what you do is important and notable."

Feedback that fulfills all three parts of the motto is light and easy. Quick observations delivered frequently and without pomp and circumstance have far more impact than infrequent, formal, contrived conversations. Feedback that embodies fairness, focus, and frequency strengthens connections and builds trust, thus freeing everyone involved to take more risks and seek greater growth.

AN ARMY OF SEEKERS

The movement must start with people who seek feedback. These "seekers" play the most important role in fixing feedback for several reasons:

- Seeking is the ultimate trust generator. It demonstrates humility and placing a high value on the input of others.
- Seeking helps people build connections with others and nurtures trusted relationships.
- People who seek feedback are more likely to act on it.
- Seekers are in control. They can request the insights they need to grow and advance according to *their* plans, not someone else's.

The movement to fix feedback can create cultures in which feedback flourishes. In that new world, all employees and managers will feel safe to be authentic and transparent about who they are—and just as open about the work they still need to do to be who they want to be.

BEDROCK IDEAS

Any effort to develop individuals and build teams that thrive, grow, and operate at optimum levels of performance must start with trust. Trust develops over time (there are no shortcuts!) through kind and supportive human connections that send a strong message: "We're in this together." The product of an ongoing process influenced by how participants show up in every conversation, decision, and action, trust forms a solid foundation for the movement to fix feedback.

CALL TO ACTION

Every successful movement needs a motto that inspires its followers and keeps them true to the mission. The motto of the movement to fix feedback is "Fairness, Focus, and Frequency!"

Tamra Chandler is the CEO and cofounder of PeopleFirm and the author of *How Performance Management is Killing Performance—and What to Do About It*. She's spent the majority of her career thinking about people, researching how they're motivated, and developing new and effective ways for organizations to achieve the ultimate win-win: inspired people driving inspiring performance. Chandler can be reached at mtc@peoplefirm.com.

4 Mindsets for Achieving

BY JULIE WINKLE GIULIONI

As leaders face increasingly volatile, uncertain, complex, and ambiguous business conditions, one thing is clear: talent is an organization's most powerful and sustainable competitive advantage. For that reason, one of a leader's top priorities should be to improve the talent pipeline by attracting, developing, and retaining the best possible employees. Unfortunately, unlike the pipelines that deliver water on demand to people's homes, talent pipelines don't send great employees into an organization as soon as a key position becomes available. This means that leaders must continually keep talent on their minds and in their day-to-day behaviors. The leaders of best-in-class organizations share four key mindsets that help keep top talent flowing through their pipelines.

"I AM IN THE BEST POSSIBLE POSITION TO SOURCE NEW TALENT."

Attracting top talent can no longer be an activity delegated solely to the HR department. Because leaders (at all levels) are closest to an organization's needs—and to those who might be best suited to meet those needs—they must expand their job responsibilities to include being talent scouts who are constantly on the lookout for prospective new employees. Wherever they go and whatever they do, they must view everything through the lens of "how can I make connections that will support the company's needs both today and into the future?"

Whether they're attending conferences, reading business journals, or standing in lines at coffee shops, talent scouts recognize possibilities where others don't and cultivate relationships (even where there aren't positions that need to be filled immediately). These leaders are also creative in terms of where they seek out talent. Rather than mine the same tired sources that their competitors are exploring, they look in novel places and identify candidates who aren't necessarily the "usual suspects." And when they succeed in these efforts, they help develop rich and sustainable talent pipelines.

"MY ACTIONS CONTRIBUTE DIRECTLY TO THE EMPLOYMENT BRAND WE PROJECT IN THE MARKETPLACE."

Given the instantaneous and ubiquitous nature of information today, prospective candidates can learn a lot about an organization before ever agreeing to an interview. Increasingly, leaders are coming to appreciate that just as important as a company's customer brand is its employment brand, which is the cumulative effect of the culture, behaviors, and policies that affect employees. Leaders who want to support a positive employment brand must ask themselves the following questions:

- How do prospective candidates and employees currently perceive the organization, and how well is this perception serving us?
- How do I contribute to the organization's reputation?
- What does my social media footprint say about me and, by extension, about the organization?
- What steps am I taking to deliver on the promises we make to prospective and new employees so that they'll stick around, become optimally engaged, and be able to share their talents to the greatest extent possible?

Building an effective employment brand—one that will attract the best and the brightest—demands attention on the part of all leaders. It begins with cultivating the right impressions in the marketplace, and those impressions must also come to life and create a congruent experience for people who choose to join the organization.

a Better Talent Pipeline

"IT'S MY JOB TO ANTICIPATE AND UNDERSTAND TALENT NEEDS AND GAPS—NOT JUST IN MY DEPARTMENT OR GROUP BUT THROUGHOUT THE ORGANIZATION."

Effective leaders constantly scan their environments to understand how changing business conditions will affect the work of their groups. They look at economic, environmental, demographic, political, and other factors to plan for the future. *Highly* effective leaders also use this information to anticipate and begin taking early steps toward attracting the talent that will be needed for that new future. They recruit and hire today with tomorrow in mind. But taking care of one's own part of the business is no longer enough.

In the past, talent was frequently treated as a local or departmental resource. Siloed organizations led to fiefdoms, territoriality, and—too often—the loss of key contributors (who then joined the competition). Given today's highly interconnected organizations and competitive employment environment, talent must be recognized as an enterprise-wide resource.

Leaders who think more broadly and abundantly about talent understand that everyone is in this together. They see the value of building awareness of the talent needs not just in their own departments or groups but across their organizations. Because what happens elsewhere may be an indicator of challenges to come, these leaders anticipate and monitor both their own shortcomings and needs as well as those of their organizations. Consequently, they are better poised to learn, respond, and share insights and resources to benefit the organization as a whole.

"I HAVE A RESPONSIBILITY TO HELP CONTINUALLY IMPROVE ORGANIZATIONAL PROCESSES TO SUPPORT THE TALENT PIPELINE."

It's frequently said that it takes a village to raise a child. It also takes a village to ensure that an organization can attract and retain the talent it needs to thrive. Although HR may own some of the processes, leaders can provide in-the-trenches perspectives that can inform improvements to the organization's competitive advantage. These perspectives can help shape important questions that shed light on talent pipeline issues:

- Are competitors offering new benefits that are luring candidates and employees away?
- Are unnecessarily protracted verification processes causing the best candidates to accept other offers?
- Are opportunities for advancement insufficiently transparent to capture the imagination of prospective employees?

Answering these kinds of questions is the first step toward addressing issues that may be compromising an organization's ability to attract the talent it needs.

In any business, regardless of its field or industry, *people* are the key to driving results. Without strong recruitment, a company won't have the people it needs. To ensure a free-flowing talent pipeline, leaders must play central roles in attracting and hiring new talent for their organizations.

Julie Winkle Giulioni works with organizations to improve performance through leadership and learning. Named one of *Inc.* magazine's list of top 100 leadership speakers, she is the coauthor of the bestseller *Help Them Grow or Watch Them Go* and contributes to a variety of publications. She can be reached via her blog, www.juliewinklegiulioni.com.

This originally was published at SmartBrief.com.

A Key Question about ADA Accommodations

BY MICHAEL HABERMAN

Because many employers are not well versed in the Americans with Disabilities Act, they are often uncertain about whether a requested accommodation must be granted. The good news is that an accommodation does not have to be granted if it does not actually allow the employee to perform his or her job. The purpose of an accommodation is to provide a way for the essential function of the work to be performed—and not to provide a way for it to be avoided.

For example, the firm Parker Poe Adams & Bernstein LLP had a client who received a request for accommodation from a salesperson employee with “depression, anxiety, and post-traumatic stress disorder.” Because interactions with some customers “triggered her symptoms . . . she requested an accommodation that would permit her to terminate such sales calls and not deal with such individuals in the future.” The client did not know what to do, because it didn’t think it could quantify the undue hardship that such an accommodation would cause.

In this case, the client was focusing on the wrong question (as many employers in this situation do). A better question is to ask whether the requested accommodation even falls under the definition of an ADA accommodation. The Parker Poe Adams & Bernstein LLP attorney describing this case explains:

Remember that in order to be covered under the ADA, the request must be something that permits the employee to perform the essential functions of the job. Even if the requested changes are feasible, if the employee cannot perform those essential functions, the request may be declined without the need to demonstrate undue hardship.²

If the employee is unable to perform the essential functions of the job, he or she can be

terminated. After all, the purpose of having an employee in any position is for that person to perform the essential work of that job. An employee who cannot do that after it has been determined that an accommodation can help in that process is ineligible for that job.

Naturally, an employer should not take these actions until it has fulfilled the requirements of the ADA by participating in and documenting an interactive discussion with the employee about his or her requested accommodation. If such an accommodation is intended to enable the employee to avoid doing the necessary work completely, then that employee is not able to perform the essential functions of the job.

Michael Haberman is cofounder and senior HR consultant of Omega HR Solutions Inc. His company offers HR solutions that include compliance reviews, wage and hour guidance, supervisory and managerial training, strategic guidance, executive advisement, and more. He also contributes articles to the Workology website. He can be reached at mhaberman@omegahrsolutions.com.

1. Jonathan Crotty. 2019. “Employers Can Reject Accommodations That Do Not Facilitate Job Performance.” JD Supra website, January 25, www.jdsupra.com/legalnews/employers-can-reject-accommodations-86140/.
2. Ibid.

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I NEED TO **HIRE**



Since 1979, The Resource has helped job seekers and businesses solve their toughest employment challenges. We're a trusted leader in hiring solutions, with 6 offices located in North Carolina. Our passion is to serve others and our community, through finding people jobs, and coaching them to be the best they can be in their career choice. Our solutions are sound, and our approach is dynamic – offering employers far more than standard service expectations, which is a critical step in creating dynamic teams, cultivating leaders, and transforming your business. It is our goal to build opportunities for our people and clients as we continue pushing forward and to have fun while doing it!

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- Leadership & Employee Coaching
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Career Coaching:

- Helping Professionals Find their Next Great Career

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