

Yesterday is Today:

HR Practices in the Post-"Mad Men" World

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- Overview
 - Comments and actions that were once out in the open have gone underground
 - Sexual harassment
 - Substance and alcohol abuse
 - Inappropriate conduct
 - Good HR and management practices haven't changed
 - Proper terminations
 - Fostering positive relationships and retaining talented employees



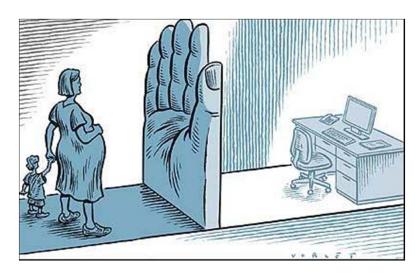
Pregnancy Discrimination

- Pregnancy Discrimination
- Recent EEOC panel stated that pregnancy discrimination still widespread
 - EEOC has increased the number of cases it has filed against employers for pregnancy bias, reaching 20 cases last year, up from 19 in 2010
 - EEOC charges filed peaked at about 6,300 in 2008 and fell to about 5,800 in 2011

Pregnancy Discrimination



- EEOC reached a \$1.64 million settlement reached with Akal Security Inc., the largest provider of contract security services to the federal government, in 2010.
- The agency claimed Akal had a national policy "of forcing its pregnant employees, working as contract security guards on U.S. Army bases, to take leave and discharging them because of pregnancy."



- Addressing Pregnancy Discrimination
 - Interview Questions Head off with training
 - Reasonable accommodations for pregnant employees
 - Americans with Disabilities Act Temporary conditions may apply to pregnancy

Substance and alcohol abuse

- Substance and alcohol abuse
 - Employee Assistance Programs
 - Providing employees with treatment options
 - Approach cautiously don't expose yourself to liability while trying to help
 - ADA perceiving someone as disabled



- Tennessee Drug-Free Workplace Act
- Train supervisors and employees to recognize issues and react appropriately

Inappropriate behavior

- Inappropriate behavior
 - Try and make clear what is inappropriate
 - Objective not subjective
 - Lead by example
 - Enforce policies
 - Foster respectful workplace

Sexual Harassment

- Sexual harassment
 - Properly respond to complaints
 - Always take complaints seriously investigate
 - Train employees on who they can go to
 - Act on the information
 - Watch out for retaliation
 - Follow-up with the complainant

Proper Terminations

- Proper Terminations
 - Have an established, written procedure
 - Build "paper fortress" analyze reasons for termination thoroughly in writing
 - Escalating discipline
 - Terminate respectfully
 - Have multiple company representatives
- Terminating properly avoids lawsuits later!



Retaining talented employees

- Even if "that's what the money is for," thanking employees is important for morale and retention
- What employees look for in bosses hasn't changed much since 1960
 - "Good Bosses Are The Same Today As They Were In 1992" by Robert I.
 Sutton, PhD http://www.fastcompany.com/1825035/good-bosses-are-the-same-today-as-they-were-in-1992



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