

Speaker 1: Welcome to the performance review, Greenberg, California labor and employment law podcast, where we discuss the California host Ryan Bykerk and Phillip person.

Speaker 2: Welcome back to the performance review. Our guest today is Melynnie Rizvi, deputy general counsel and senior director of employment, inclusion, and impact at survey monkey. Melynnie, welcome to the show and please describe your role as [00:00:30] every month.

Speaker 3: Thanks for having me really great to be here. Um, so I have a bit of a dual role at survey monkey. I manage our global employment law function, so I support our HR team in any and all things employee related. And then I also have a second part of my role, which is, um, managing what we call survey monkey for good, which is our social impact in diversity equity and inclusion program. And actually this month, I'm going to be moving into a little [00:01:00] bit more of an expanded role to also focus on, um, advocacy and public policy and building that function out for survey monkey as well. Um, you know, because as a, as a growing public company, being able to advocate for systems change on either a policy level of federal level or a state level is kind of the next iteration of this work. And so something that we're going to be focusing on for 2021

Speaker 2: Survey monkey for good Ryan, why don't we have [00:01:30] a GT for good?

Speaker 4: Yeah, we should. Well, we should

Speaker 5: Start it. We will start it. It'll be Phillip Phillip, and I will spearhead it. I like it. Well, Melynnie, thanks for that. And thanks for being on the podcast with us today, I was thinking maybe, maybe fill up maybe a good place to start would be just to sort of go around and hear maybe from Melynnie and then fill up from you and just talk just big picture today's episode is going to be all about diversity, social justice inclusion, and maybe it'd be good to go around [00:02:00] and just kind of talk big picture about why considerations of diversity, social justice inclusion equity, uh, should be on employers radars.

Speaker 2: I think we'll let our guests go first. You drew the short straw.

Speaker 3: Why? Thank you, sir. Um, yeah, it's a great question. So, um, I think the short answer of it is that, um, there's a lot of data out there that shows that companies that focus [00:02:30] on what they call ESG issues or environmental, social and governance issues actually financially perform better. Um, and there's all sorts of different studies that have been done and data that's out there that measures different types of performance metrics, but, um, it is generally accepted. Now that companies that do focus on these issues, it has a positive impact on their bottom line. Um, you know, one of the things that at survey monkey we did in building what we call survey monkey for good, [00:03:00] which is our social impact in diversity equity and inclusion program is we did something called the materiality assessment. Um, and most companies will do a materiality assessment and preparation for publishing their social impact report.

Speaker 3: Um, but essentially what it is, is use you gather data from stakeholders of your company. So internal stakeholders like employees, um, you know, your board members and external stakeholders like customers, non-profits, um, vendors [00:03:30] that you do business with an investors. And if you ask all of those stakeholders to rank, um, various different social environmental or governance issues in terms of importance to them as their position on the state, as a stakeholder in the company, um, you will see that they will rank different issues as you know, very important or less, less of lesser importance. And so what we have done at survey monkey and what most companies do is they will actually gather data and take a look to see what [00:04:00] are the issues that our stakeholders say are most important to them, and then focus on those issues. Because the idea is if you focus on the issues that are most important to your stakeholders, they will positively impact your business. And so there really is sort of this, um, strong business case for, um, this different type of work in diversity equity and inclusion is definitely, um, you know, some of the issues that you asked stakeholders about and that at [00:04:30] least at survey monkey, that they have ranked, um, as very high in terms of issues that are important to them.

Speaker 2: I guess I have to go after Melynnie, since I put her on the spot. And that's only fair that's, that's tough to carry that

Speaker 6: Baton. Yeah, exactly, exactly.

Speaker 2: I would echo everything Melynnie said. Uh, it, it, it really just makes sense from a business standpoint that you really open yourself up to a larger pool of thoughts, ideas and people. [00:05:00] A great analogy that I like to use is if I'm selling a shirt like I'm wearing a gray shirt right now. So if I'm selling shirts and I only have a gray shirt, I'm limiting myself by only being able to sell gray shirts. But if I have a wide option, now I have a, a larger pool that I'm, that I'm selling to. It's the same thing. When you bring it into your, your, from your business, your organization, whatever employer you want to have a wide array of thoughts, ideas, and backgrounds, because that betters your company, it [00:05:30] betters your product, it betters your service. So that's in a nutshell why I think diversity and inclusion is important to every, uh, organization.

Speaker 5: I really, I appreciate everything you've just said. And I think it says it so well. And I also appreciate that you both looked at it from that positive perspective, right. Of saying, look, there's a, there's a, there's a business case to be made for doing this. Um, it, it really is one of those, those situations and, and fill up, I think we've said this on this podcast before, right. [00:06:00] Where we're doing the right thing also happens to be the right business decision anyway. Um, so, so there's certainly that as well. I have to say, I suppose the litigator in me just compels me that, you know, if you fail to pay attention to these things, you can also get into hot water. And of course we see that in, in, in the discrimination cases and, and harassment cases and things of that nature, which of course is, is sort of the, the flip side of all of this. But, um, yeah, I, I, I [00:06:30] echo everything you've said, it's something we've got to be paying attention to as employers, as counsel for employers. Um, and again, it's just the right thing to do.

Speaker 3: Yeah. And I think there's a lot of data out there that actually shows that this is something that employees want. So, you know, particularly after the murder of George Floyd and other members of the black community and the uprising of the black lives matter movement, there was a lot of, um, research that was done around, um, employee sentiments and how employees feel [00:07:00] about racial justice, um, you know, racial equity issues. And a lot of the research, even research that we did at survey monkey, um, or a survey company, we like doing surveys, uh, found that, um, employees want to work for companies that take a stance on social issues. So it's not enough for, you know, companies to just, you know, say it's the right thing to do or say, yes, there's a business case for it, but they actually want [00:07:30] employees want companies to take clear stances on social issues. They want companies to stand up and say, you know, racism is wrong or, um, you know, various different types of social positions. So I think it's, it's important for employers to recognize that even though there is also a business case for it, it is something that employees want and are looking for when they're choosing who they go and work for.

Speaker 2: Exactly. And now they're looking [00:08:00] at their employer to say, what are we going to do about it? And how does this affect our workforce? And it happens at work, but it also happens in the legislature because California recently passed legislation, requiring a company to meet certain diversity metrics, um, with respect to its board of directors. That's a AB 9 79. Melynnie, are you familiar with that?

Speaker 3: I am. Yeah. So, and I think this is an extension of [00:08:30] a legislation that was passed a couple of years ago around, um, gender diversity on boards. And so having, um, California companies have female representation on boards. So AB 9 79 is about, um, now also requiring companies, um, you know, public companies who do business in California to have, um, race or ethnic representation on their board. So they need to have board members that, um, identify as, um, a member [00:09:00] of a diverse community. So black, Latin X, LGBTQ plus, et cetera. And I think it's really, really important. Um, one of the things that I'm proud of with survey monkey is that our board of directors is 50% men and 50% women. Um, and we actually have two African-American, two of the five women on our board are African-American women. So, um, this is something that, you know, we have already done it survey monkey, and it's something that we see the value in and something that is [00:09:30] really important to us.

Speaker 2: Th there, there are certain metrics to this by the close of 2021 companies. These companies, these publicly traded companies must have at least one director from those underrepresented groups that you're talking about. And by 2022, it's going to become even more stringent. And for example, if there are nine or more directors, at least three must be from these underrepresented communities for more directors [00:10:00] or more for a few of the nine and so on and so on. So there's certain metrics there and it's going to be interesting to see how this changes and how this affects boards going forward.

Speaker 3: Yeah. And I think, you know, um, at least in the tech industry, which is, you know, the industry I'm in, so I can speak for that a little bit. Um, companies are already thinking

about this. I mean, if you just even look at, um, members that, uh, board members that [00:10:30] companies have added with, to their board of directors within the last year, a lot of those are women and people of color. So this is definitely something that I think tech companies are thinking about. I think 2020 was, um, a bit of a, um, an awakening for tech companies, so to speak, um, to sort of that real need to double down on how they were refocus, how they prioritize racial equity issues. And so this is something, um, [00:11:00] that I know we've looked at at survey monkey. And I know a lot of other tech companies are looking at as well.

Speaker 2: I like that awakening, this begs a question. How do companies make systemic changes to include more individuals from underrepresented communities in leadership positions?

Speaker 3: If I had the answer to that question, I wouldn't have a job. I mean, that's, that's the million dollar question that toricity leaders have been trying to answer for the last 20 years. So I think [00:11:30] it's a couple of things. Well, I shouldn't say a couple of things. I think employers need to have a really complex and multifaceted approach to diversity equity and inclusion in order to make real change. Um, so, and that, that means a number of different things. So I think one at a high, you have to integrate diversity equity and inclusion into how you do business. So make it a business priority, just [00:12:00] like a product launches, just like making certain financial metrics are, um, making certain diversity equity and inclusion metrics should be a business priority. It should be part of your company goals and you should measure progress towards those goals and you should hold people accountable for lack of progress towards those goals, just as any company would, if a product didn't get launched on time, the company doesn't make their financial [00:12:30] numbers for the quarter, you know, there.

Speaker 3: So it needs to diversity, equity and inclusion needs to be treated as any other company goal or objective. I think that's the first thing. Um, and people need to be held accountable. And when, I mean held accountable, as in your compensation, your job performance is measured in part and awarded in part on your progress towards these goals. Um, and then I think you need [00:13:00] to look at a number of different facets within your companies. So there's diversity, which is what is your representation of your workforce look like? Um, and that's really just one metric. So, you know, a lot of companies SurveyMonkey included has set, um, external public facing diversity goals. So we set a one-year goal and a five-year goal in terms of what we wanted our representation to look like of both women, uh, sorry, not women, um, with respect to gender and with respect to people [00:13:30] of color, um, or what, how we define, um, unrepresented, minority, underrepresented minorities.

Speaker 3: Um, a couple of things when you're setting diversity goals is they need to be as inclusive as possible. So, so many companies out there say we want to be 50, 50 men and women, but they don't provide any space for people who identify as non-binary or gender non-conforming. So our goal with respect to gender is we want to achieve gender parity [00:14:00] by the end of 2024, we define that as 48% men, 48% women and 4%, um, people who are not identify as non-binary or gender nonconforming, because there are more than two genders now, right? And so in order to be inclusive,

you need to be inclusive of all groups and data shows that anywhere from two to about 10% of people, depending on, on the study, identify as non-binary [00:14:30] or gender non-conforming. So making space for those individuals, um, is a more inclusive approach. Um, and then I think you need to look at things like, what are you doing?

Speaker 3: So once you have those people in the door, what are you then doing to ensure that they can grow and thrive and be successful in your organization? Right? So that's sort of the, what people call inclusion, what people call equity, what people call belonging, but what are the things that you are doing within your company [00:15:00] to grow the talent that you have? Um, and, and are you doing that equitably across the company, you know, at each level of the company, and are you doing that? Um, you know, I, I, in all of the different functions of your company, you know, oftentimes tech companies will be like, we are 45% women, but all the women are in HR. So, you know, you have to sort of think about, um, how you're doing this holistically across the company. Um, and, [00:15:30] you know, that's, we could talk for hours just on that, but I think high level that's, you know, kind of what companies should be looking for in terms of what they're doing.

Speaker 3: And then I think the next iteration of this work is really around advocacy, um, and changing public policies. So you've set goals. You've said, this is what we want to be as a, as a workplace, you know, we've done what we can to foster, um, the most inclusive and equitable environment, but then how [00:16:00] are we actually going to empower those communities? Um, and that's where the real sort of systems change or, um, you know, policy change work comes in. And so, um, you know, how do you, how do you influence legislation? How, you know, how do you influence policy to ensure that, um, diverse communities are being treated more equitably? There's a lot of work that companies can do around COVID recovery. I mean, tons of data shows that [00:16:30] diverse communities are being more negatively impacted. So what are we doing to create equity amongst those communities? What are we doing to create equity from an immigration standpoint, so that we can get all sorts of different, um, diverse talent to be able to come and work at our companies. So, um, I think that's kind of the next iteration of this work and that's where I'm going to be spending. A lot of my time in 2021 is how do I actually, how do we, as a company use our tools and resources to influence [00:17:00] policy and actually make change so that we're empowering these communities that we are also then supporting within our workplace.

Speaker 2: And Melynnie said, that's the million dollar question. If I had a million dollars, I would give it to you right now, because that was a great answer, uh, in your right, this isn't something that's going to be fixed overnight, or let alone on this podcast episode. But, uh, it's, it's something that does need to be discussed.

Speaker 5: Okay. So in September of 2020, president Trump issued an [00:17:30] executive order and it's 13, 9 50. For those of you keeping score at home, which affected how the government and their contractors end up providing diversity and unconscious bias training, that was immediately contested. I think by December of 2020, there was a preliminary injunction in place by a United States district court for the Northern district of California that stopped that from going forward. It prohibited the office of federal

contract compliance programs from enforcing that order. And the reasons for that were free speech and due [00:18:00] process grounds. And that order came back to everyone's attention because when president Biden was put in office, that he rescinded that order on his very first day. So this is an area where the landscape is changing and quite dramatically, just over in the last, you know, couple of weeks, it's an interesting area of discussion. So maybe let's, let's look there, provide a little bit more context for our listeners about executive order 1, 3, 9 50 Melynnie. Can you give us kind of an overview of that executive order?

Speaker 3: Sure. [00:18:30] Um, and this, I, I have to warn you, this is with an executive order that, um, uh, I had a very, very strong reaction to, as you can probably imagine, but, um, yeah, so it, it covered a couple of different things. So essentially it said that employers were prohibited from providing training to their employees around concepts, like an individual by virtue of his or her race or sex is inherently racist, [00:19:00] sexist, or oppressive, whether consciously or unconsciously. Um, so sort of dealing with unconscious bias training and, and, um, uh, it also dealt with, um, individuals who by virtue of their race or sex bear responsibility for actions that were committed in the past by other members of the same research sex. So prohibited training around that concept, prohibited training or, um, where, uh, an individual [00:19:30] should feel any sort of discomfort, guilt English, or any other form of psychological distress on account of his or her race or sex.

Speaker 3: And then also, um, prohibited training that included concepts around meritocracy or traits such as a hard work ethic w work considered racist or sexist, or were created by a particular race to oppress another particular race. So essentially in my opinion, [00:20:00] this is taking all of the tenants of what causes systemic racism and saying you can't actually train people, um, that those are wrong or bad or exist, quite frankly. Um, so that's the context around that executive order? Um, I absolutely think that the right decision was made, um, around, um, you know, sort of doing away with that, but, [00:20:30] you know, it is something that we talked a lot about at survey monkey. Um, when the executive order came out, we had actually just launched a, about a six month racial equity training program for all levels of the company, you know, from where we had different tracks for executives, directors, senior directors, managers, individual contributors, um, and it, you know, and we're still going through it.

Speaker 3: Um, and it was pretty in depth training [00:21:00] around systemic racism and what has caused the systems of racism and oppression to exist, how that shows up in our company, how as leaders, we can lead with equity and inclusion and providing our, um, equipping and providing our leaders with tools, um, to be able to do that. So, um, we had a lot of discussions around this order and do we proceed with this training because of this executive order? And, you know, we, um, [00:21:30] we chose to proceed because these are concepts that, um, are important to bring to light. And if you don't think about them in how you do business, they continue to be perpetuated and exist. Um, one of my favorite quotes, and I can't remember who said it, but it's, um, I read it a lot to remind myself and sort of what I'm doing, but it's inclusion is a mindset that has to be practiced every day. Um, so, so there's a bit of context for you around that training.

[00:22:00] I don't know if you have any questions around it, but you know, we, we talked a lot about that at survey monkey, since

Speaker 5: We're on this topic of, of, you know, unconscious bias training and bias training, generally there does seem to be like a big fight here. Is there, do you have a sense of why that is and if so, why?

Speaker 3: Yeah. So it's a good question. I think, so a couple of things and, you know, not to try and get into the mind of Donald Trump, cause that would just [00:22:30] be a disastrous undertaking altogether. But I think, um, part of where this executive order came from is there is a lot of data out there that says unconscious bias training is not effective. Um, and so, you know, I think sort of in, you know, drafting that executive order, that was some of the data that was taken into account as justification. Um, if you look a little more closely at the data, [00:23:00] it's not that unconscious bias training, is it effective? It's the type of training that you provide, so, and how you provide it. So one, um, having a one or two hour unconscious bias training once a year like we do for anti-sexual or anti harassment training, or anti-discrimination training has been shown not to be effective because it doesn't change behavior.

Speaker 3: You know, unconscious bias is behavior [00:23:30] that you need to change, right? It's unconscious. You want to interrupt that bias and you want to change the behavior of individuals and in order to change behavior, um, you can't just do a once a year training. And it was actually having the opposite effect because, um, what a lot of companies were also doing is making the training mandatory. So you have people coming to a training, not happy that they have to take time out of their busy schedule [00:24:00] to go learn about, you know, what is inherently wrong with them. Quote on quote is sort of the perception or the interpretation. And so, um, a lot of the data said making, having unconscious bias training that is sort of a stagnant set in time and making it mandatory is not effective. And quite frankly, it probably wasn't that effective.

Speaker 3: And so, you know, what the research has been showing, the more you look into this is it actually can, unconscious [00:24:30] bias training can be affected if it is done, um, sort of over a period of time. And, um, you ha you make it compelling, um, for, for people to want to participate, which means you link it to how this is going to make them a better leader, how this is going to make them a better performer, how this is going to help them achieve our company goals of creating a more inclusive [00:25:00] workplace. And so it's really around how you do the training. Um, and the, the, so the, the con not just the content, but the consistency of doing the training is what has been shown to make it more effective. And so I think that that's a little bit of where this tension or struggle has come from where people are like, oh, I'm conscious bias training, doesn't work. And it's like, well, yeah, one of it doesn't work, but, you know, if you approach it as a [00:25:30] learning journey and you connect it to, um, people's growth and success at a company, then I think it does, there are studies that show that it does work very

Speaker 2: Good advice. Very good advice. But I, but let's shift from training to policies and practices. How do companies craft policies and practices that foster diversity and inclusion another million dollar question.

Speaker 6: [00:26:00] So you're racking it up. You're racking up your million dollars.

Speaker 3: Yeah, no it's so I think again, companies have to have a multi-faceted approach to how they do this. So, you know, there are different ways of looking at it. Um, one, you have to really have, um, an equity lens to all of the policies and practices [00:26:30] that, that a company has. Um, you know, the learning journey that we're going through at survey monkey is, is basically how do we become an anti-racist organization? What does that mean? That means that we sent her around the way that we do business. So you really have to look at all of the policies and practices that you have, um, as a business. And it can be things from, you know, how, what is your performance [00:27:00] review in calibration sessions, um, processes look like, how do you determine who gets promoted? Um, is that consistent across the company? Um, what are your salary bands look like?

Speaker 3: How do you determine, you know, what people are being paid? There was legislation that came out several years in California ago in California that said, you know, you can't ask people, um, what their current salary is at a job, because the idea was that, you know, women tend to [00:27:30] not negotiate as strongly for themselves and for being paid more than men do. And so there was this, uh, you know, the impetus behind the legislation was to sort of, um, mitigate some of the pay inequity that was occurring between males and females, by not requiring you to talk about what your salary was, because then your current employer B or your next employer bases the salary on what you're earning at your current employer. So I think, you know, looking at all of those [00:28:00] different policies and practices with an equity lens and thinking about how, you know, do these have the ability to negatively impact a particular group of people or groups of people is something that companies should do on a regular basis.

Speaker 3: Um, and, you know, draft policies with that in mind, right? Or develop processes with that in mind, you know, how do we make our [00:28:30] performance review process more objective and not, you know, favor that superstar who's billing 2,400 hours. And he was having, you know, this impact, and that may be the white male who doesn't have a family, or, you know, somebody who doesn't have caregiver obligations as an example. So, um, it's a difficult question to answer, but I, you know, my, my high-level answer is I think you [00:29:00] have to look at every policy and practice that you have with a lens of equity and understand what the impact of those policies and practices can be on all of the different diverse groups that you have within your organization.

Speaker 5: Well, thanks for that, Melynnie, and, and, and there are certainly tons of policies we could, we could talk about. Um, but let's, let's shift a little bit into culture. Um, I think a lot of, I think a lot of companies have good intentions. I mean, [00:29:30] I'm an optimist. I like to think the best about people anyway. And I think most companies are trying to get this done and trying to do it right, but they oftentimes fail to implement successful policies or what are, what are some of the, like the pitfalls, some of the things that stand between maybe even having a good written policy and then having it actually work its way out in company culture.

Speaker 3: Yeah. So it's a great question. I think [00:30:00] the biggest pitfall that companies face is translating sort of the passion or the intention around their commitment to diversity, equity and inclusion, um, into how they actually operationalize it every day. Um, you know, so it's not enough for companies to come out and say, yes, we're passionate about this. Yes. We believe in diversity, equity and inclusion. We want [00:30:30] to be a leader in this space. We want to create the most diverse and equitable environment, but then to actually translate that into how you do business on a regular basis on a day-to-day basis is really hard. And it can be things from like, you know, um, hiring a new executive where the process is not transparent. You know, if you're conducting a confidential search for an executive and, and [00:31:00] you're not transparent about what that process is, people are, you know, people aren't going to think, Hey, this is the most inclusive environment because you're not being transparent about how you're hiring people and what sources you are going to look for people.

Speaker 3: Um, so, so I think there's a lot of, um, disconnect in translating the passion to actual operation. I think that's one of the biggest pitfalls. And then I think it's things like [00:31:30] relying on the same people to teach you, you know, what you need to know about this. I mean, after the murder of George Floyd and, and others, I mean, I would be in meetings and there would be the same three black people in every single meeting. Right. So I think, you know, relying on, um, particular groups to educate you on the experience of that group is a big pitfall companies, often have employee [00:32:00] resource groups and they'll lean really heavily on their employee resource groups, um, to, to be the ones to do that. And it really has to start from, you know, companies doing the work themselves, individuals doing the work themselves to understand what the black experience is, what the Latin X experiences, et cetera, um, or compensating those individuals for doing that.

Speaker 3: You know, at survey monkey, we made the decision in 2020 to compensate [00:32:30] the leaders of our employee resource groups. So they get a bonus twice a year. Um, they submit a one page report, the progress that on the things that they've done and the progress that they've made, um, and then they get a bonus. So we are actually paying them, um, for their leadership in that area. So I think that, you know, it can be another potential pitfall that companies fall into. And then I think the last one is, you know, sort of focusing [00:33:00] on the end result and not focusing on the process. So oftentimes companies will say, okay, I want to hire, you know, I want to make sure that we have three people of color on our board and that's the focus is the end result of getting those three people of color, but then don't necessarily go through the process to get the best people or, um, you know, don't, um, invest the time in [00:33:30] understanding what it is that they want, you know, from these three people that they're adding to their board, just as an example. So those would be some of the pitfalls that I see

Speaker 2: Melynnie, you gave us great information today, and I'm going to try my best to summarize this for our listeners. We started off talking about AB 9 79, which requires publicly held California corporations to have a certain number of diverse board members. We talked about the, uh, executive order, [00:34:00] 13,950, which impacted how the federal government and federal contractors provided diversity and unconscious

bias trainings. However, there's, there was a preliminary injunction that put that on pause. And then later president Biden rescinded that order, uh, in the early stages of his president presidency. So, uh, if you're a federal contractor listening in right now, and you're not aware you've been under a rock, this is good information to know. Then we also talked [00:34:30] about the various policies and initiatives that companies are implementing to address diversity issues. And one of the ones you mentioned, like survey monkey, uh, uh, being involved in these ERG groups and being a leader, they get compensated for that, uh, the benefits of, of a diverse workforce and what that can provide for an employer, a better morale at work, uh, better productivity. And also, I would say, depending on your company, your clients may be looking for diverse, uh, workforce as well [00:35:00] too. So you need to answer that question. Uh, so that's a quick bow in summary, but that's all great information for our listeners.

Speaker 5: Yeah. And I think, um, if I was listening carefully, I think Phillip also owes you between two and \$3 million. I seem to think that was part of it. So we might want to, we might, you might want to get that written down.

Speaker 6: Don't worry. I'll take that part from the podcast recording Melynnie.

Speaker 5: Exactly, [00:35:30] exactly. Uh, well, well, Melynnie has, as I'm sure, uh, uh, Phillip told you, or as I'm sure you've heard our prior podcast, we ask all of our guests the same thing. We ask them to give us the craziest employment story they've come across. So, uh, and we've had some weird ones, so pressure's on, but, uh, can you, can you share with us with our listeners a crazy employment story that you've come across in your career? Just one we [00:36:00] only are to choose, right.

Speaker 3: It is hard to choose 20 years. So, um, choosing just one is difficult. Um, I think in the interests of being, um, PG around this, uh, I will choose to share, um, you know, one particular story. I think the joy about doing this work is that, um, I've been doing it for [00:36:30] over 20 years and still to this day, every so often, there's something I haven't seen before, um, which is what I love. And I think, you know, my motto is that, um, you know, uh, people do stupid things. That's why I have a job. And, uh, and I think, you know, every employment lawyer can, can relate to that statement. Um, so I think one of the things [00:37:00] that I saw somewhat recently, and I don't know that this is crazy, but it just sort of, you know, um, reinforces this, you know, people do stupid things. Um, philosophy is, um, a manager was making his direct report, do all of his laundry and she came forward and complained because [00:37:30] she didn't want to have to do his laundry anymore. And, and, and they, you know, did not live together, had no relationship. There was nothing inappropriate going on, but he didn't like to do his laundry. And so he wanted her to do his laundry and she just said, I just don't want to have to do his laundry anymore.

Speaker 2: I need more. Did he, did he come with a sack [00:38:00] full of dirty clothes, bring it

Speaker 6: To work or did they meet up outside of work?

Speaker 3: No, he would come and he would like, you know, like, I don't know if it was on the way out or whatever, but he had like a sack of laundry and he would give her laundry and she would do his laundry, um, including his underwear, which who wants to watch their boss's underwear. Right.

Speaker 5: Yeah. Uh, you anticipated my next question. No, I can't believe it.

Speaker 6: [00:38:30] Wow. Maybe in that situation.

Speaker 3: Yeah. We told them that it's not appropriate for you to make your direct reports, do your laundry and that you should probably invest in doing it yourself.

Speaker 2: Well, he could also be caught in a tough situation if he gives her, gives her the laundry and she delays our she's mad at him. And now he's.

Speaker 3: Wow. And what if she turned collar shirts pink or something [00:39:00] like that, right. Like that she got fired.

Speaker 6: Right. Wow.

Speaker 5: Yeah. Uh, yeah. So Phillip does, you mentioned earlier, we often say on this podcast, that life happens at work, but your laundry should stay at home. That's uh, that's not part of it. Uh, Melynnie, thank you. That's, that's a fantastic story. Uh, so thank you. Thank you for all of, you know, just thank you for sharing all your insights with us today on this episode. We absolutely appreciate it. [00:39:30] Um, it's, it's been a real pleasure to have you on, so thank you.

Speaker 3: Thanks so much for having me. It was a pleasure.

Speaker 5: All right. Well that does it for this episode of the performance review podcast, as always just remember, you can, you can email us at theperformancereview@gtlaw.com with any, uh, if you, if you think you have a wild employment story that can beat that one. Um, and, and just again, thank, uh, thank you to our guests, Melynnie, thank you all for listening and we'll catch you on the next one. [00:40:00] [inaudible]

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