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AGEISM IN THE WORKPLACE

Last year marked the 50th anniversary of the Age Discrimination in Employment Act (ADEA), which prohibits discrimination against individuals 40 years of age or older. In a survey from AARP, nearly 2 out of 3 workers have experienced some form of age discrimination or age bias. Ageism is a huge issue for organizations, especially given today's labor market.

According to AARP, older workers are the fastest-growing segment of the workforce. This is important to organizations who are looking for good workers. It makes absolutely no sense to treat older workers badly or discriminate. Older workers can provide huge value to the organization's bottom-line.

Many agree that there's a lot of subtle discrimination against older workers, although most is under the radar and not in violation of the ADEA. Everyone may feel some bias; people may make jokes, young people may leapfrog over older folks. But bias is not the equivalent of provable discrimination under ADEA. Bias is a social problem and atmospheric problem more a diversity kind of thing and one that HR people will continue to have to pay attention to.

Today's older workers are more diverse and more educated than previous generations. They are healthier and working and living longer. Women and men confronting age discrimination today are in all parts of our country -- in rural and urban communities, in blue and white-collar jobs, in service and tech industries, and are of all races, ethnicities and income.

Today's Baby Boomers range in age from 54 to 72 and because of that nearly 20-year span in age, they have widely different considerations about work and retirement. While about 10,000 Baby Boomers retire every day, many have inadequate savings for retirement. Work life has changed dramatically since Boomers entered the workforce. Instead of a career spanning one industry and a few positions as was expected at the beginning of their careers, most workers today are expected to have 11 different jobs in the modern, dynamic economy. Right behind the Boomers, the leading edge of Generation X are now in their early 50's. And, in 2016, Millennials surpassed the Baby Boomers as the largest segment of the workforce in 2016.

Despite these dramatic changes, today's older workers still confront unfounded and outdated assumptions about age and ability and age discrimination persists. Despite decades of research finding that age does not predict ability or performance, employers often fall back on precisely the ageist stereotypes the ADEA was enacted to prohibit. After 50 years of a federal law whose purpose is to promote the employment of older workers based on ability, age discrimination remains too common and too accepted. Indeed, 6 out of 10 older workers have seen or experienced age discrimination in the workplace and 90 percent of those say it is common.

The EEOC has put out a lengthy report last year – [go there](#). This report acknowledges the significant harm and costs to older workers, their families, and employers that age discrimination causes. It is time to put to rest outdated and unfounded assumptions about age, older workers, and discrimination. Changing practices can help change attitudes. The report concludes with promising practices for employers to not only avoid age discrimination, but to recognize the value of a multi-generational workforce. Simply put, our economy cannot afford to waste the knowledge, talent, and experience of older workers.

From an individual perspective here a couple of suggestions to help fight against ageism.

1. Speak up and participate. Don't let yourself be pushed around because you're older, speak up for yourself. When you hear inappropriate comments toward yourself or others say something. There is no need to sit on the sidelines it is important to participate in meetings and activities within the office and your personal life.

2. Be active and engage in the world. People who stay active — mentally and physically — can overcome ageism more easily. Follow the news. Live in the present, and look to the future. Show others that you pay attention to pop culture and current trends as a way of being in the know as well as having thoughts and ideas around current issues to be able to participate in conversations with a variety of other people.

3. Be positive. Attitude has a lot to do with how people perceive you and interact with you.

4. Surround yourself with younger people. Taking a class at the gym or the community college with younger people will help fight ageism. There's an energy that comes from being with people who are younger to learn from, to motivate and to push you.

OPEN POSTION AT HR ANSWERS

Okay readers, we are counting on you to help us out. We are looking for a Compensation Analyst. As you might imagine, with the inception of Oregon's Pay Equity Act, we at HRA have been really cranking out the project work for clients in this area. We need an AWESOME numbers person to join this crazy team! If you know of someone, please let us know – we would be interested in talking with them. Take a look [here](#).

PEOPLE, PLANET AND PROFIT – GREEN WORKPLACES

More organizations that ever are paying closer attention to how their actions affect the planet. Seventy percent of people said that when choosing a job, they would be more likely to select one that is an environmentally conscious company. A 2016 Harvard study found that employees and green certified buildings scored 26% higher on cognitive functioning tests and had 30% fewer sick building symptoms than those in non-certified buildings.

So what are we waiting for? Organizations can turn to LEED, Leadership in Energy and Environmental Design. This organization was created by the U.S. Green Building Council and is a rating system that evaluates and encourages sustainable design and construction as well as changes in operation and maintenance.

Even businesses that are not seeking LEED certification can follow the principles to improve the work places and cultures. There's definitely a shade of green to fit every organization size and budget. Being more sustainable could mean anything from offering employees fresh fruit and vegetables in the lunchroom to replacing harsh cleaning products to rethinking space to optimize employee's access to internal resources quality views.

The key to success is striving to deliver on the triple bottom line of people, planet and profit. For people this can be boosting well-being and encouraging employees to easily walk or bike to stores and services or take public transit to work. For the planet it may be reducing greenhouse gas emissions and using native plants for landscaping. For profit it could involve helping organizations attract and retain employees who want healthy, sustainable, ergonomically designed workplace, while also reducing many office and healthcare costs.

HR professionals understand, often better than anyone, that if their efforts don't make financial sense for the organization, they won't get approval from the top. Even if you're not looking to retrofit your building or get a new building, HR can be involved with working with facilities on space planning or office and design to encourage collaboration, to boost employee engagement by figuring out how to minimize maximize daylighting. We start to think about all kinds of creative ways of offering things to people, things that people want. Nowadays there's a blurring of boundaries between peoples personal and work lives so employees expect more from their place of employment. Many employers are trying to providing an environment where employees can improve themselves and improve their health.

So, let's talk about some steps to sustainability. There are ideas for beginners taking small steps and more involved and advanced step for others. On the food front:

- Provide reusable cutlery and dishes sized for healthy portion
- Devote indoor and outdoor space to dining. Encourage people to dine with colleagues.
- Find local healthy caterers.
- Provide food shares including coffee station, herb gardens inside or communal gardens outside.
- Provide composting and healthy meals.
- Ask for volunteers to “staff the kitchen” to encourage and maintain green efforts, cleanliness and waste management efficiency.

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In the office design arena, options include:

- Adding lots of plants to interior and exterior environments.
- Using natural images in art and photos as part of the decoration.
- Integrate sustainable reclaimed furniture.
- Adopt flexible seating arrangements.
- Incorporate flexible furniture.
- Embed microphones and cameras in meeting rooms for remote workers.
- Expand office windows to bring light throughout the workplace
- Add shading and temperature controls based on sunlight.
- Offer outdoor roofing meeting space.

When it comes to fitness, an organization could:

- Offer exercise equipment.
- Provide or promote the use of fitness trackers.
- Give smoking sensation, weight control and other health-conscious classes on-site.
- Purchase ergonomic furniture.
- Offer the option of standing, sitting, treadmill, cycle desks, ball seats, etc.
- Encourage biking to work with covered roofs and secure storage.
- Provide an on-site fitness center with a workout advisor or instructor.
- Offer on-site yoga and cardio programs.
- Give subsidies for outside fitness or exercise programs.
- Work with your building owner (or yourself) to create an outdoor walking path.

In the category of maintenance and facilities management, some ideas are:

- Use and provide “green” cleaning supplies.
- Set up paper, plastic and office supply recycling stations with posters educating employees on correct recycling procedures.
- Provide advanced waste management organizational programming on site.
- Integrate sensors to manage lighting, heating, and cooling, depending on who is at work.
- Upgrade plumbing in restrooms and kitchens to low flow water.
- Revise hours so the cleaning staff work during the day and become part of the team, which also ensures that energy isn’t wasted after hours by lighting mostly empty buildings.

We would love to hear your ideas regarding what are you doing, what you working on and what do you wish you were doing going forward. Please share and we will provide an update to this article with your suggestions and ideas.

WHY EMPLOYEES DON’T ALWAYS TELL THE TRUTH

You want employees to tell you the truth, but in some organizations honesty is hard to come by. To get past employees’ hesitations, be aware of the three main reasons workers don’t always give you the true facts:

• **They don’t believe managers really want the truth.** If all you’re interested in is “good” news, employees will be reluctant to tell you anything you don’t want to hear. Employee self-censorship usually amounts to a simple act of self-preservation because nobody wants a reputation as the office complainer. Employees will often resist giving honest feedback due to concerns that their leaders may oppose suggestions for change. Humans are hard-wired to avoid upsetting the social “apple cart” -- in fact, researchers have shown that social rejection activates the same parts of our brains that physical pain does!

- **They're afraid of the consequences.** Don't punish people for telling you about challenges and setbacks. Work on resolving the situation, not throwing people under the bus or finding scapegoats. Employees pay attention to what happened to the last person who was honest. Make sure there was no form of retaliation for coming forward or sharing a concern.

- **They don't know how to raise issues.** Let employees know what you need to hear about as soon as possible. If they know you expect bad news as well as good, they'll be more comfortable sharing concerns. Let them know how best to approach you with sensitive information. A conversation could start with "I think there is something you need to be made aware of....." or perhaps "I am not sure if you are aware and I wanted to make sure you are kept in the loop about....." and then perhaps "I witnessed this happen and I think the response may not have been keeping with....."

In addition, here are five things that will not only help you determine honesty, but encourage honesty in the office.

1. Be honest yourself.

You may think this one is ridiculous. You are honest! Most of the time, anyway. And you really meant it at the moment when you said that you were working on a particular project, but things come up, you know? If you'd gotten on the phone with that vendor, you would have missed your next meeting, so of course you had your admin say you were out of the office. Self-preservation! These little white lies keep things calm and pleasant, but do too many of them and people stop believing you. When they stop believing you, they'll stop seeing the reason to be honest with you. You'll lose their trust.

2. Don't shoot the messenger.

Sometimes bad things happen in business. Mistakes happen. What you want, though, is to know when mistakes happen, so that you can fix them. When you punish people for mistakes or for informing you about these mistakes, their inclination is to lie about things and hide them from you. Sometimes this works out and they are able to fix whatever happened on their own, but sometimes the problem gets worse.

3. Pay attention to actual job performance.

There's a pretty good probability that you have someone on your staff that will try to use lying and deception to climb to the top while throwing their co-workers under the bus. These people are often masters at manipulation. So you need to make sure you are looking at the employee's actual performance and not just hearsay from someone else. Ask yourself, "Am I hearing similar concerns and observations from more than one source?"

4. Pay attention to body language.

Suddenly changing head position, breathing changes, providing too much information, or not blinking can indicate lying. Remember that these signs *can* indicate lying, but they don't always. This type of behavior might tip you off that you should investigate further, but don't fire someone over sounding out of breath.

5. Don't deal in hunches, deal in facts.

Even experts aren't right 100 percent of the time. If your employees know you're going to look at end results before you listen to explanations, that you're going to be honest about all that you do and that you prefer to hear about small problems before they grow into big ones, your culture will change. Honesty will become the norm at your office.

HR BY THE NUMBERS

HRA staff members recently attended the SHRM National Conference and there was a great deal of focus on Gender, Age, and Ability in the Workplace. Here are some stats from the conference (May 2019 Survey: The Future Workplace by InsideOut Development) we thought you would find interesting and be able to use in your organization to communicate and reinforce some of your workforce planning activities and initiatives. We will share other "numbers" with you next month covering different topics.

- 36% think those with disabilities are not as productive.
- Only 40% of working age adults with disability have a job.
- Only 21% of employees with disabilities tell HR.
- 80% of employees with disabilities say they are very ambitious vs. 79% others.
- 1 in 3 people show an unconscious bias against those with a disability.
- By 2050 the 65-and-older group is expected to grow by 75%.
- Workers 55+ are the fastest growing segment of the U.S. labor force.

- 2/3 of workers 50-64 say their age is preventing them from getting a job.
- Women 55+ will make up 25% of the female workforce by 2024.

* * * *

Most organizations today are in a constant state of change, yet many miss the mark when it comes to being nimble and adaptive, [according to the Human Capital Institute \(HCI\)](#). In fact, 85% of leaders told HCI their organization experienced an unsuccessful change management initiative within the last two years.

* * * *

When it comes to workplace communication there are many tools available to us. And some of us have favorites and some of us are annoyed by technology. The top-five communication tools in a survey done by Techalysis shares 38.5% email, 25.2% phone, 11.6% texting, 7.7% instant messaging and 5.3% identified social media as a favorite.

When asked about email use at work a survey by Poppulo found respondents said “always use email for these items/activities:

- 73% - must read information
- 58% - employee newsletters
- 50% - leadership communication
- 35% - employee surveys
- 25% - employee events

Texting has its workplace aficionados. Thirty-nine percent of the people interviewed by RingCentral said they can’t go 10 minutes without responding to a text. Fifteen percent of the respondents said over half of their texts sent or received or for business. And in that group eighty percent said they text for business.

THOUGHTS TO THINK ABOUT

Without labor nothing prospers.

~Sophocles

Ambition is the path to success. Persistence is the vehicle you arrive in.

~Bill Bradley

Happiness is an attitude. We either make ourselves miserable, or happy and strong. The amount of work is the same.

~Francesca Reigler

If you don’t get everything you want, think of the things you don’t get that you don’t want.

~Oscar Wilde

Remember that not getting what you want is sometimes a wonderful stroke of luck.

~Dalai Lama

Teachers cultivate the young minds who are responsible for the future.

~Keith Wynn

It’s so hard when I have to, and so easy when I want to.

~Annie Gottlier

A smile is a curve that sets everything straight.

~Phyllis Diller

If a train station is where the train stops, what’s a workstation?

~Author Unknown

CLIENT ACCOLADES

They have been honored again....it is the Trifecta!! Recognized by USA Today's Reader's Choice Awards (for the 3rd time), the **Stephanie Inn** was named a **Best Waterfront Hotel**. Their idyllic views from our rooms, caring staff, and resident lawn bunnies lead us to agree.

They have also been recognized as one of the **Most Romantic Hotels** and **Best Destination Resort**. Their reply when hearing the news "We're so grateful for our unmatched guests and fantastic team. The magic of Cannon Beach is waiting; let us transport you."

Congratulations to **American Family Care (AFC) Urgent Care**!! They recently recognized their 10th anniversary. Across the country, AFC is growing. They have been ranked by Inc. Magazine as one of the fastest growing companies in the U.S and serve more than three million patients each year, and with over 180 clinics throughout the United States, they are a convenient, affordable alternative to the ER close to home.

LONELINESS AT WORK

Nearly half of Americans report "sometimes" or "always" feeling alone or left out, according to a survey by Cigna Health, based on the University of California—Los Angeles Loneliness Scale. The findings, from 20,000 respondents, were clear: Loneliness is a pervasive and growing problem, particularly with Generation Z (18- to 24-year-olds) which, based on the responses, is the loneliest generation.

This is not just a concern in the US; this applies across the globe. The May 2019 Survey: The Future Workplace by InsideOut Development shares that when working individuals were asked, "do you have a friend at work," the numbers were very low for a yes.

- Brazil 1%
- China 3%
- India 5%
- United States 8%
- Australia 9%
- South Africa 10%
- Germany 12%

Take a look at our graphic.



Here are some ideas to combat the loneliness.

1. Make an effort and start speaking up. Don't sit and be quiet – ask questions and share your thoughts and views.
2. Start Gathering – get involved. Sit with others for lunch or ask to join a group. Perhaps your work station could be moved.
3. Start Joining - people or work sponsored activities.
4. Get to Know Someone Who's Been Around Awhile – they'll show you the ropes and regale you with stories.
5. Keep Your Sense of Humor

HR LINK(S)

Employers seeking to implement skills-based hiring practices may find these resources helpful.

[Skillful](http://skillful.com) (skillful.com) – Features free planning, hiring, onboarding and development tools for employers, who can also sign up for updates on skill-based hiring.

[U.S. Chamber of Commerce Foundation Center for Education and Workforce](http://uschamberfoundation.org/center-education-workforce) (uschamberfoundation.org/center-education-workforce) - Provides information on The Opportunity Project, a new foundation workforce initiative, as well as research on the skills gap and the future of work.

[HackerRank](http://hacker-rank.com) (hacker-rank.com) - Offers a free demo, as well as a 14-day trial for employers to review and test it's library of thousands of coding challenges covering 35 programming languages and six computer science domains.

REMINDERS

The U.S. Equal Employment Opportunity Commission (“EEOC”) recently announced that its 2019 EEO-1 Component 2 portal is [now open and accepting submissions](#).

Employers with this requirement have only 35 days from August 26, 2019, to submit and certify their data to the EEOC.

All employers with 100 or more employees are required to electronically file Component 2, providing workforce employment data, including pay and hours worked, grouped by gender, race/ethnicity, and job category for calendar years 2017 and 2018. The deadline to file Component 2 data is September 30, 2019. This is in addition to the EEO-1 Component 1 data that was due May 31, 2019.

Since this data will be readily available, employers should also consider taking steps towards complying with federal, state, and local pay equality laws by performing their own audits. If you need assistance with pay equity please give us a call, we are happy to help.

A sample report can be found here. Key points for employers to remember include the following:

- Employers are to use “Box 1 – Wages, tips, other compensation” of Internal Revenue Service Form W-2 to identify the compensation band in which to count an employee.
- For non-exempt employees, employers must report actual hours worked. For exempt employees, employers have the option to either (1) report actual hours worked, if recorded, or (2) report based on “proxy” hours (typically, 40 hours per week for full-time exempt employees and 20 hours per week for part-time exempt employees).
- Employers that have multiple locations are required to complete separate reports for the consolidated company, the company’s headquarters, and each individual location.

DRUG TESTING AND THE WORKPLACE

KASHA TINDALL WEBSTER, PROFESSIONAL CONSULTANT

There are many different types of workplace drug policies that an employer can utilize. It is important to understand the different types and make a conscious decision as to the type of testing you should use, if any at all. The most common types are:

- Pre-employment, or before you start your job responsibilities.
- Federal Compliance (as required per contract or circumstance).
- Reasonable suspicion/cause, or if one or more trained supervisors reasonably believes/suspects that you are under the influence of drugs. This must be based on observations concerning appearance, behavior, speech, smell, etc.
- Random testing. Random tests must use a truly random selection process – each employee must have an equal chance to be selected and tested. These are typically completed quarterly.
- Return-to-duty testing, which is required after a violation of drug and alcohol rules, or before returning from a treatment program.
- Follow-up testing that takes place after return-to-duty.
- Post-accident testing. If you’re involved in an accident while on the job. “DOT standards are that an alcohol test must occur within 8 hours of the accident, and a drug test within 32 hours.”

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When making this decision, an employer wants to make sure that they are not legally or contractually obligated to provide a formal drug testing policy. Some of the entities that may require a formal process are:

- DOT
- Some Federal / State / Municipal Entities
- Federal Motor Carrier Safety Administration
- Industry Specific
 - Transportation
 - Construction
 - Collegiate and Professional Sports
 - Some Medical / Caregiving Environments

An employer should also consider if they want to be able to support a formal Reasonable Suspicion Process. Not having a formalized Reasonable Suspicion Process can be a potential liability for both the company and its employees. If, for example, an employer does not wish to engage in pre-employment testing, a Reasonable Suspicion Process could mitigate future potential issues in “live-time.” Without a formal process in place, supervisors may not know how to handle a questionable employee situation, putting both the employer and the employee at risk.

If you determine that you would like to engage in a formal testing process you would then need to find a vendor and choose a drug test type. The most common types of drug testing are: urinalysis, blood testing, hair testing, saliva testing, and perspiration testing. Some industries favor one type over another. Once you determine your preferred vendor, they will help you choose your testing style, the testing parameters (usually between 5-12 panels), and your style of reporting.

It is an important decision for each employer to make. For additional resources or questions about the types of drug testing or the Reasonable Suspicion Process please feel free to reach out to the Consultants at HR Answers.

FOR YOUR CALENDAR

Open up your Daytimers, Outlook, and all those Smartphones. The following is a look at upcoming events and workshops, special days, and other diverse and fun activities you will want to be aware of and schedule. **To register for our workshops, go to [HR Answers Events](#), or email your registration form to info@hranswers.com.**

SEPTEMBER

National Month of Baby Safety, Childhood Cancer Awareness, Library Card Sign-up, Preparedness, Sewing, and Self-Improvement.

- Sept. 17 HRA Webinar – Online / Teleconference
[2019 Oregon Legislative Briefing](#)
3:00pm - 4:30pm
- Sept. 20 National Tradesmen Day
- Sept. 25 HRA Webinar – Online / Teleconference
[Oregon Public Employers - Requirement for writing a policy to Prevent Workplace Harassment](#)
9:00am - 10:30am
- Sept. 27 HRA Webinar – Online / Teleconference
[2019 Oregon Legislative Briefing](#)
9:30am - 11:00am
- Sept. 29 National Coffee Day

Coming Up:

- Oct. 1 HRA Webinar – Online / Teleconference
[2019 Oregon Legislative Briefing](#)
3:00pm - 4:30pm
- Oct. 4-
Nov. 8 HRA Workshop 6-Part Series – Salem, OR
[The Engaged Leader](#)
8:30am - 12:30pm – Fridays
- Oct. 8 HRA Webinar – Online / Teleconference
[Oregon Public Employers - Requirement for writing a policy to Prevent Workplace Harassment](#)
9:00am - 11:00am
- Oct. 9-11 [NHRMA Regional Conference](#) – Portland Convention Center
Come see HR Answers – we'll be there, we have a booth (#40).
- Oct. 16 Bosses Day – Time to celebrate your boss
- Oct. 17 HRA Webinar – Online / Teleconference
[2019 Oregon Legislative Briefing](#)
9:30am - 11:00am
- Oct. 22 HRA Webinar – Online / Teleconference
[Oregon Public Employers - Requirement for writing a policy to Prevent Workplace Harassment](#)
2:00pm – 3:30pm

View more details and register for our workshops on our website at hranswers.com.

ON MY SOAPBOX

September 2001... This is a remembrance month. Eighteen years ago, everyone over the age of 10 experienced something that will dwell inside us as long as we live. In the spirit of remembrance, I share you with you a piece of soapbox history – the text I wrote after visiting Ground Zero just 8 months after 9/11. Every September, I read what I wrote back then. I hope these words still have value for you. I know that re-reading them a couple of nights ago, they resonated with me.

“One evening in the middle of April, I met the nicest man. I needed help to do something important to me, and he went beyond helpful. He ensured that my personal mission was achieved.

I was in New York City on the last night that the beams of light pierced the darkness above Ground Zero in Manhattan. When I first learned that I would be making a trip to New York City, I began thinking about what might be possible for me to do while I was there. It isn't accurate to say that I “wanted” to visit the site of the World Trade Center towers – it would be more exact to say that I felt obligated, compelled to stand there and pay homage to the lives lost; to recognize the life-altering events of that tragic day.

A meeting and dinner were planned for that evening. The group I was with walked together from the hotel to a restaurant where we enjoyed a plentiful meal of good food spiced with laughter and invigorating conversation. As we were finishing our after-dinner coffee, I explained that I wouldn't be walking back to the hotel with them, as I wanted to make a side trip. I mentioned my plans, and was cautioned to be very careful while out on the streets. I was unfamiliar with New York City, and having heard many stories of the dangers and difficulties that others have experienced, I felt anxious as I headed off alone to find a cab.

But, on this night, I was not alone in the city, or in my efforts to honor and acknowledge. My partner in those efforts was a cab driver who understood this was a momentous event for me. As I entered his cab, I uttered just a few words about my intentions. He didn't need me to elaborate, which was a good thing because the torrent of emotions flooding through me was already making it difficult for me to talk. The driver said he would get me to the best place for both viewing the lights and having an opportunity for “personal minutes.”

He headed towards the tip of Manhattan. The night sky was a combination of fog, clouds, and clearing. As he drove, he talked about people he knew and what they had experienced on the 11th of September and the following days. He didn't ask questions, he just shared. Some of the stories were very sad, and some were stirring. Some were quite personal, and others were the re-telling of stories he had heard from others. He seemed to know that I just needed to connect, to integrate myself with what had happened.

As we drew closer, he stopped for a minute, looked around, then said he thought he could find a better spot. We drove for a few minutes more, then he stopped again. He did this four or five times before he found just the right place, declaring, “Here, this is the best spot. You can see the lights. You can walk here and be safe, and I can see you from the taxi. You go – take time, think and feel this place; I will wait right here for you.”

There are no words to describe what I thought or felt that evening as I stood there so near the lights, so near the ground turned sacred. I don't even really know how long I was away from the cab. I walked, reflected, remembered, and prayed for all those lost and hurt. The pain was great, but it was also a cleansing time. I could look at the beams of light reaching to the heavens and see them as ladders allowing thoughts and prayers to reach those who had left us. As a cloud passed over, the lights from the ground bounced back, and it took little imagination to feel a message of comfort and reassurance being sent back to each of us still here on earth.

The ride back to my hotel was a quieter trip. The driver seemed to know that I needed time to collect my emotions. But he did pose one question, the only one he asked me that evening. “Do people where you live still care so much?” My tears flowed as I told him, “We all care very much, and we are still hurting for what you endured here.”

I don't know what country he was from, or how long he has been in the United States. I usually ask about those things, but I didn't on this evening. I only know that he was the nicest, most helpful New York cab driver anyone could want to meet, and that he was everything I needed that evening. I didn't feel alone. I felt supported as I confronted the horror and reverence that are Ground Zero.”

Postscript: We still care, it still hurts, and it still matters!

- Judy Clark, President



ANSWERS, Inc.

“Whatever the Question”

PLEASE FEEL FREE TO VISIT OUR WEBSITE:

WWW.HRANSWERS.COM