

must miss work for his doctor's appointment each week. The main physical problems that Paul is currently experiencing are fatigue and the nausea caused by the drugs he must take.

Paul knows he cannot continue working 40-hour weeks, and the commute to and from work is an energy drain he would like to avoid. Paul starts thinking that he could do most of his work at home. He would need a computer, Wi-Fi, and dedicated phone number. He researches this idea and determines that this would require an initial investment of \$2,500 plus about \$50 per month in phone charges.

Paul is thinking about asking for a meeting with his manager *Claudia* and requesting that the foundation provide him with the equipment for a home office. As far as he knows, no other employee has ever asked to do most of their work from a home office. However, Paul is concerned that if he doesn't make better use of his failing energy, he'll be required to go on disability leave until his liver transplant comes through.

1. What surface problems do you notice?
2. What are the underlying root problems?
3. If you were Paul, what would you do?
4. If you were Claudia, what would you do?

Case Study 13.3 Star, Service Dog

Bret is manager of the Technical Service Department of FileNet, Inc. He has been interviewing all week for two customer service reps.

Amber appears to be the most qualified applicant in terms of education and work experience. She is blind and needs some special accommodations. For one thing, she needs a Braille computer screen and keyboard. And she needs to bring her dog to work with her. She uses a Labrador Retriever, *Star*, as a service animal for such activities as getting to and from the office and going to the restroom, break room, and lunch room.

Bret foresees no problem with the computer accommodations, but he's not sure about accommodating a dog. The company has a strict policy against pets in the workplace. Bret sees the possibility that some employees may have animal allergies or fears. He wonders how much of a distraction *Star* might be—both to employees who like dogs and to those who can't stand them. His experience with dogs is that they belong primarily outdoors, not in an office. He has known them to relieve themselves on the floor, chew on furniture legs and anything else in sight, bark at strangers, and generally create problems.

1. What surface problems do you notice?
2. What are the underlying root problems?
3. What types of accommodation is FileNet Inc. required to provide?
4. What should Bret do if it turns out that a co-worker is allergic or phobic?

Case Study 13.4 Alisa at Touch-Up

Touch-Up Inc. has just opened a new branch and is looking for a Human Resources Director. One of the requirements for the new position is the ability to work from 50 to 70 hours per week and to maintain a heavy workload at times.

Alisa has applied for the position because it would advance her career. She is a 33-year-old Euro-American woman who uses a wheelchair because of paralysis in her lower legs. She joined Touch-Up two years ago as a personnel assistant in the Human Resources Department. She has received several promotions for excellent job performance and has maintained a heavy workload.

Joe also applied for the position. He has been with the company for a year as a sales person and in this position has put in very long work hours. He worked in the human resources department of Actel Company a few years ago.