Supplemental SJ Items

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Scenario 1

The new HR director at a local government agency is tasked with overseeing an internal audit to ensure that all agency jobs comply with labor regulations. Most of the agency’s 300 workers are currently considered salaried employees; a small group is classified as independent contractors.
Scenario 1, continued

The audit determines that several positions classified as independent contractor status should actually be employee status. The HR director reports these findings to the senior management team. The team acknowledges the need to adjust the status of these positions, but they are worried that doing so will call attention to the fact that the agency has violated the regulation.
Discussion 1.1

How should the HR director respond to the team’s concerns about correcting the classifications?

A. Explain the benefits of compliance and include a copy of the agency’s policy on compliance.

B. Defer to the agency’s legal consultant for a discussion of possible compliance actions and penalties.

C. Ensure that the team has an accurate understanding of the regulatory requirements.

D. Document the internal audit process findings in case of legal consequences.
Discussion 1.2

What actions should the HR director take to ensure that the agency’s future processes comply with ethical guidelines?

A. Schedule individual meetings with senior leaders to determine the best course of action.

B. Communicate to personnel and leaders that classification mistakes have been made and outline steps taken to resolve those discrepancies.

C. Develop formal HR policies to regularly evaluate all position classifications for exempt/nonexempt employee and independent contractor status.

D. Do not correct existing issues but develop procedures to ensure that future personnel will be classified appropriately.
Scenario 2

An organization restructures itself over a period of six months. Many employees and managers now work with individuals they have never worked with before.

An employee requests a meeting with HR to discuss concerns about his new direct supervisor. The employee alleges that the supervisor is a “poor departmental leader,” citing examples such as not responding to e-mails in a timely manner, providing no performance feedback, and disinterested and rude behavior during meetings.
Scenario 2, continued

Before the restructuring, the supervisor had high performance ratings and senior management considered him a valuable contributor. However, serving in a position of authority is totally new for the supervisor.

The HR manager considers what action to take in response to the employee complaint, realizing that senior management will probably resist any attempt to move the supervisor to another department.
What is the most probable reason the organization restructured itself?

A. To reenergize the HR employees
B. To support the retention of high-value employees
C. To conduct business fairly and honestly
D. To facilitate the firm’s ability to meet market demand
What is the most harmful outcome if HR fails to act in this conflict?

A. It becomes a contentious labor-management situation.
B. The cohesiveness in the supervisor’s work group is undermined.
C. Both HR’s and the organization’s public reputations are damaged.
D. Animosity is created between HR and management.
How should the HR manager respond to the employee making the complaint?

A. Tell the employee that changes are not likely due to the supervisor’s high performance and senior management’s endorsement.

B. Bring in a third party for mediation or arbitration.

C. Interview other team members about team issues while protecting the employee’s confidentiality.

D. Recommend that the supervisor’s manager coach the new supervisor.
Discussion 2.4

Before HR can take action, HR receives more complaints from other employees about the same supervisor. How would you handle the situation now?

A. Bring the issues to the supervisor and his manager and develop a performance improvement plan.

B. Discuss the issues with the supervisor alone and create a plan together to develop necessary leadership skills.

C. Review the organization’s policies and modify them to make sure there are no omissions or ambiguities that may be causing the issues.

D. Design and implement training programs for all supervisors on how to provide feedback and communicate with their subordinates.