

HR Scenario 1: Your CEO has delegated an organization-wide initiative to you/HR to lead. Several members of the senior executive team have shown resistance to both the need for the initiative and HR's ability to execute this initiative. How should you/HR approach this situation?"

HR Scenario 2: An employee has been with the company for three years. She was promoted and began to report to a different supervisor. Within the first six months, she received 2 corrective counseling notices for attendance and failure to complete an assignment. Consequently, she reported to Human Resources that she was being harassed. An investigation was conducted, and it was determined that the 2 corrective counseling notices were justified. It was also discovered that the supervisor's approach could be considered harsh and leadership training was necessary. Within the month, the supervisor attended leadership training. Two months later, the employee was issued another corrective action on refusing to comply with a directive given by the supervisor. She again, reported to Human Resources that she was being harassed and retaliated against because she reported harassment to Human Resources previously. Another investigation was conducted, and it was determined again that the corrective action was justified. However, though the supervisor was retrained in leadership, the supervisor continues to have an abrasive style, causing a hostile work environment. Note: The supervisor has been in this role for ten years. The performance appraisals on file indicates above average performance. This person is also 55 years old and has been with the company for 25 years. What are the next steps for Human Resources?

HR Scenario 3: A hearing-impaired employee (Sue) comes to the Human Resource office complaining of mistreatment by coworkers. She requests a meeting with an interpreter present. You meet with her and she explains her coworkers are talking negatively about her, pointing and laughing at her. You explain you will open an investigation and will follow up with her once you investigate the situation. After investigation, you learn Sue's complaints are not substantiated and a result of misperception. Her supervisors explain coworkers attempt to engage her in communication efforts, but Sue does not want to engage with the other employees. When Sue has complained to her supervisor that her coworkers were laughing at her, the coworkers are upset to learn Sue feels that way and feel terrible for the misperception. You schedule a follow up meeting with Sue, explain the situation and she seems genuinely relieved and thanks you, and leaves. About a month later, Sue approaches HR again demanding a meeting with an interpreter. In this meeting she states her coworkers are again making fun of her and harassing her. You open an investigation, and again find the same results (misperception). You close out the meeting with Sue and again she seems genuinely relieved and thanks you. About 2 weeks later, Sue comes to HR again complaining of harassment and discrimination by her coworkers. Clearly the first two meetings did not accomplish what you set out to accomplish in alleviating Sue's concerns. What do you do?