

# Case Study

We Have Your House, Inc.

# Background

- You just took a new job as the HR Manager for a fast growing warehouse distribution company called We Have Your House, Inc. The company stocks and sells home furnishings.
- The first week on the job you inprocess fifteen new employees, bringing the total to 62 total staff on site. The company is growing fairly quickly and expects to double in size within 6 months. The previous HR coordinator was very reactive—that was a key reason you were brought in to replace them.
- In addition, as you are about to leave work at the end of the week an employee steps in, closes the door, and tells you that her manager is sexually harassing her. After she leaves you pull her file and see that she has a performance improvement plan in place instituted by your predecessor.

# Discussion Questions

*Take five minutes and consider the following questions. I encourage you to make notes on a sheet of paper or on a notepad app so you can match your suggestions with those on the following pages.*

- What should you handle first?
- What specifically do you need to do to about the recent (and future) growth?
- What should you do, if anything, about the sexual harassment claim?

# Possible Considerations

## First Things First

- Because there are two critical needs, you should present them to the company leadership for direction along with your recommendations for the best path ahead.

# Possible Considerations

## Growth Adjustment and Preparation

- Due to crossing the 50-employee threshold, the company is now required to be in compliance with FMLA requirements. You should take action immediately to become compliant with the law, including training managers on what their responsibilities are.
- Work with company leadership to understand employee growth projections and their expectations for staffing. Determine what other regulatory changes/thresholds you may cross as you pass the 100-employee milestone.
- At this point it would be worthwhile to consider alternative recruiting options to meet increasing demand. As the single HR Manager with a full plate of responsibilities, there may be other options for recruiting additional employees that are less time-intensive.

# Possible Considerations

## Harassment Claim

- You should set the performance improvement plan detail aside for now and assume that it is an unrelated matter to the harassment claim.
- Immediately begin an investigation into the claims and interview relevant persons as needed. Fully explore the situation and write up your findings to submit to management, along with your suggested recommendations.
- Ensure that the accused supervisor does not retaliate against the employee in any way. This is critical.
- If you find the account to be true, follow your disciplinary procedures for sexual harassment conduct with regard to the supervisor.
- If you find the account to be false due to a misunderstanding, continue with the performance improvement plan.
- If you find the account to be false due to the accusing employee's dishonesty, pursue appropriate action for an employee making false statements.

# About

This case study was developed as a tool for students preparing for the PHR and SPHR exams as a way to demonstrate the various scenarios that HR professionals face in their daily work. The suggestions are not the only “correct” answers and are provided to help guide further exploration into the concepts covered by the case study.