Date: April 16, 2014

To: JCI Editorial Board

From:

Subject: 2014 SCR Meeting, MBAA Conference Responses to recommendations on Case:

**“WHO MADE THE NACHOS?”**

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| **Critical Incident Reviewer Comment** | **Response** |
| CI Required: Mention the health and sanitation in the CI | There would be employee, media, health department and customer questions waiting for her when she arrived at work. |
| CI Required: Source on picture | Done |
| CI Suggested: Put Melissa quickly in CI – first sentence | Was a disgusting employee stunt going to turn Taco Grande General Manager Melissa Black’s world upside down and irreparably damage her career or provide an opportunity to move up the corporate ladder? |
| CI Suggested: Bring incident that caused controversy to beginning of CI | We would rather leave the incident lower in the CI to build suspense. |

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| **Teaching Note Reviewer Comment (none marked as required)** | **Response** |
| Key Learning Objectives to questions | Done |
| Q1 – “pain” to whom – change to damage control. | If you were Melissa, what damage control could you do following Christopher’s actions? |
| Q2- change order -> inspector -> OSHA -> AIDS | Order is changed. |
| Q3 – Focus question more on policy of social media rather than privacy. | Added to question: How must a manager balance privacy laws with definitive social media policy?  Added to answer: as well as sample social media policies. The Society for Human Resource Management (SHRM) and Workforce.com websites are good places to begin looking for policy suggestions under the keywords “social media”. |
| Q4 - Statement that answer may depend on location of CI | Added to answer: Further, the actions of the company may depend on the location of the incident.  Also addressed in Q2: We would encourage students to make policy suggestions in light of laws, statutes and guidelines that are unique to their geographic location. |
| Look up public records on how CI was handled. | Epilogue was expanded significantly and references were included. |
| Mention due process. | In Q4: What disciplinary process and approaches ensure disciplinary action for just cause *and due process[added]*?  In answer: Disciplinary action should always have just cause and *demonstrate due process* *[added]*, or it invites litigation against the firm. |
| Workforce.com may add information to the case | In answer to Q3: The Society for Human Resource Management (SHRM) and Workforce.com websites are good places to begin looking for policy suggestions under the keywords “social media”. |
| Add more context into first paragraph in TN | What should management do when an employee has apparently “crossed over the line” *beyond the typical distraction of social media to creating a public safety issue? How should a manager prepare to manage the related crisis and appropriately deliver disciplinary action?[added]* |
| Change “pee” to another word – e.g., urinate | Changed in second paragraph of Overview |
| Clear statement in case connecting crisis management and disciplinary action in introduction to TN | What should management do when an employee has apparently “crossed over the line” *beyond the typical distraction of social media to creating a public safety issue? How should a manager prepare to manage the related crisis and appropriately deliver disciplinary action?[added]* |