Case 5.5 Course of Actions

Katherine Davis was the relatively new human resources director faced with her first extremely difficult crisis. Her employer President Robert Donaldson of Topper Travel Agency wanted her recommendation by the end of the day on the corporations newly implemented monitoring system and how to handle the 75% of disgruntled employees who believed their privacy rights were in violation. Davis is faced with many questions to answers and these are her different courses of action she can take.

1. Davison could simple agree with President Robert Donaldson decision to improve and maximize the efficiency and productivity of the travel agents and the concept that the employees need to adapt to an ever changing technological world. Those employees who are doing their jobs timely and accurately should have nothing to worry about. However those who do slack and get off task within the day are the target for concern. Since the new system was implemented a 15% increase in productivity directly shows a positive impact on the corporation. In choosing this course of action the managerial team could set up training modules to educate the employees on the significance the new monitoring system, instead of triumphantly telling them to cope with it, maybe find a more subtle approach.
2. Do not allow the monitoring systems. Although it is completely legal for a corporation to monitor the use of their property, it is creating an overwhelming amount anxiety and stress on the employees. Profits declining was mainly related to the recession in the economy and not the performance of the travel agents. 75% of the employees feel that their privacy is being violated and over screening by management is extremely uncomfortable.
3. Modify the extent of the monitoring. While quality assurance is necessary, the monitoring the length of a bathroom break is a bit extreme. Relaxing the restraints could help the employees adapt to the new monitoring system and relieve the amount of pressure bestowed upon them.
4. Davison could resign from her position as Director of Human Resources. This puts a lot of stress and responsibility on Davis. She ultimately feels there is not a right or wrong course of action and sees the pros and cons of both sides. However she is the representative of the employees and they see her as their voice. It is likely that no matter what her recommendation is, Topper Travel Agency is going to continue to monitor the employees with or without their approval. She is ultimately in loosing situation and could possibly see no other solution then resign from the position and as the voice for the employees.

Stakeholders

Katherine Davis

Topper Travel Agency Corporation Employee’s

Topper President Robert Donaldson

Rockwell International

Chairman William Topper