

HARRISON, BENJAMIN & ANDREWS

Background Information used to make recommendations from Management to the Workers

Harrison, Benjamin & Andrews began as a building materials supply corporation just after The Viet Nam War. The principals got the idea when they were infantry combat officers in the war. They met when in the hospital, each having been wounded while valiantly and selflessly defending their companies in a mortar attack in a major battle.

Since their beginnings they have always had the policy of "First Hired - Last Fired". This means that when HBA cannot support all of its workers, the last people to be fired are those who were hired first. This policy was originally adopted to protect the seniority of and to reward the loyalty of long-time personnel at HBA who made personal and financial sacrifices to help the company get started during the difficult early years. Some took partial pay for a time to get the company on its feet..

During the past several years of economic difficulties, HBA has managed to retain most of its employees. Although it has been difficult to find qualified people, HBA spent the money on a hiring program to hire enough new people to meet the minority-quota requirements established by the Department of Labor. Now, however, due to business problems, HBA must release 5 percent of its employees -- forty-two people.

If HBA follows its "First Hired - Last Fired" policy, the following employees would be among those released with regret:

11 Black men
6 Black women
9 Caucasian women
1 Chinese woman
1 Vietnam veteran man
1 Vietnam veteran woman

Firing so many minority workers can create major legal problems. HBA is committed to nondiscrimination; however, it feels a strong moral responsibility and a personal commitment to those workers who have supported and been with the company for longer periods of time.

HBA has always been known in its community for its help with local charities. They have always contributed building materials for various projects and organizations. They apply their business slogan "Help Build America" to selling building material as well as helping in the community. The founders; Harrison, Benjamin, and Andrews spend a great deal of time now with community affairs and they are active in many social clubs. Their private parties and fund-raising dinners have been responsible for charitable works ranging from a new hospital wing to sending underprivileged children to summer camp.

As management you have been asked to consider this problem and to make recommendations to the workers. The president of HBA has indicated that if HBA decides to protect long-standing workers and fire twenty-nine minority people, he is willing to face the legal battles. He simply wants to come up with the fairest policy for all. The managements primary concern is to maintain a quality relationship with the workers and the community.



**OPINIONS AND FEELINGS ARE FREQUENTLY A PERSONAL TRIUMPH OVER GOOD THINKING
YOU DEFINE REALITY BY WHAT YOU KNOW, WHAT YOU BELIEVE, AND WHAT YOU DO ABOUT IT.**