

## HARRISON, BENJAMIN & ANDREWS

### Background Information used to make recommendations from the Workers to the Management

Harrison, Benjamin & Andrews began as a building materials supply corporation just after The Viet Nam War. The principals got the idea when they were combat officers in the war. They met when in the hospital, each having been wounded when they were caught out in the open during an air-raid.

Since their beginnings they have always had the policy of "Last Hired - First Fired". This means that when HBA cannot support all of its workers, the first people to be fired are those who were hired last. This policy was originally adopted to protect the seniority of and to reward the loyalty of long-time personnel at HBA, most of whom were army buddies from their home town in Texas.

During the past several years of economic difficulties, HBA has managed to retain most of its employees, although it has resentfully hired only enough new people to meet the minority-quota requirements established by the Department of Labor. It was felt that legal requirements should at least be met in order to minimize legal hassles. Now, however, due to business problems, HBA must release 5 percent of its employees -- forty-two people. A couple of the partners feel that this is an opportunity to re-establish the company as it was originally founded - a great bunch of buddies, true Americans, and Patriots.

If HBA follows its "Last Hired - First Fired" policy, the following employees would be among those fired as soon as possible:

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 primarily because of the major hassles that non-compliance would bring; however, it feels a strong personal responsibility to those workers who have been with the company for longer periods of time; particularly since most of them fought in the war together.

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 some time with community affairs but they are more active in many private social clubs. Many of the younger workers, however, are justifiably angry having found that HBA also stands for "Hookers, Booze, & Abuse" as they have observed the managements bad taste during private company parties, their disdain for the union, and the way the founders treat anybody who did not fight in Viet Nam.

As workers you have been asked to make recommendations to the HBA management team. The president of HBA has indicated that HBA wants to protect long-standing workers and fire twenty-nine minority people. He is willing to face the legal battles and pay the price. He wants to get this mess over with NOW!!!



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.