**THE HR PROFESSIONAL**

**Learning Outcome 4: ACTIVITY 6**

**SMALL GROUP ACTIVITY**

**Fair and ethical HR practices**

**Aim:**

### The aim of this activity is to appraise a range of HRM activities from an ethical and professional viewpoint.

**Objectives:**

* To explore a number of ethical challenges considering these through a number of ethical lenses.
* To make a justified argument in support of action

**Task brief:**

Working in trios consider the following scenarios. Consider these in light of the CIPD’s eight ethical lenses to help identify the ethical and professional tensions of each. How would you respond as an HR Professional?

**Restructuring:**

Your organisation (a large manufacturing company needs to reduce its costs in light of the changing external market and a downwards turn in sales). You have been asked to join the leadership team determining how this reduction in staff can be taken forward. During the first meeting it becomes clear that the rest of the project team believe the decision should be made on financial grounds. What do you advise and why?

**Bullying behaviour:**

A new Office Manager was appointed from outside the company a few months ago even though the Managing Partner had allegedly ‘favoured’ a particular internal candidate. Since then you have heard on the grapevine that the Managing Partner has been putting the new recruit under pressure, nothing she does is good enough and her probationary period has been extended for no clear reason. The new manager appears demotivated and stressed. What would you do and why?

**Fairness in reward:**

Some staff (notably sales and senior managers) are awarded bonuses based on either sales figures or company performance in addition to their base salary. Sales figures were down last quarter. One of the sales team who you know socially mentions that he is expecting a big sale the following quarter when one of his customers has their annual sale. He alludes to pressure to write up the orders early so that they get counted for the current quarter. When you question this he says ‘We can always take the figures out later if we need to. Everyone else does it. This way everyone gets their bonuses. Isn’t that what the big bosses really want anyway?’ What would you do and why?

*(Scenarios adapted from Carter, A. (2015) Ethical dilemmas in HR Practice. IES.)*

**Outcomes:**

You will develop a solution to each of these scenarios.

**Time:** 30 minutes**.**