**Scenario:**

1995 Auto Corporation based in central Colorado is a family-run manufacturing business. The company manufactures emergency lighting systems for first-responder vehicles (police cars, ambulances, fire trucks) in the emergency services industry. Currently, the organization consists of a production facility which currently has 88 unionized production employees, and two administration offices which have 22 non-union employees. 1995 Auto Corp. is in the process of opening a production facility in Toledo, Ohio which will have 31 non-union employees.

1995 Auto Corp. has been operating as a sole proprietorship by R. Shaffer for 18 months. At the start-up phase, the company owner did not forecast such an exponential increase in demand for the product. Consequently, she did not apply for unemployment insurance, purchase a general liability insurance policy, or obtain a worker's compensation policy because she planned to use her own family members to operate the business. Over the last 13 months the company's organization has grown, due in part to its aggressive hiring strategy and need to manage production demands. In spite of the company's rapid growth, the company does not have a dedicated human resources department. Instead, the company's owner delegated human resource administration duties to the production operations manager (POM). Consequently, the POM's knowledge of human resource policy, practice, and regulation is very limited. As the company continues to expand its operation, the owner detected an increase in employee grievance cases. The owner foresees, due to the lack of human resource administration experience, certain legal ramifications of an under-managed workforce.

You are a contracted strategic human resource consultant for 1995 Auto Corp. Your role, over the next five weeks, is to ensure the company's HR policies and processes are in compliance with local labor, state labor, and federal labor statutes.

The critical areas, in which you intend to focus will include EEO staffing laws, anti-discriminatory hiring practices, immigration bills, foreign worker provisions, and affirmative action regulations. You will be asked to review labor laws and relevant cases, such as the Fair Labor Standards Act (FLSA), Family Medical Leave Act (FMLA), Americans with Disabilities Act (ADA), and Title VII of the Civil Rights Act. You are also being asked to communicate labor and employment litigation risks and solutions to the owner.

The production facility, with its union representation, will present additional challenges. You have had experience dealing with the National Labor Relations Board (NLRB) in the past, and you are focused on keeping 1995 Auto Corp. clear of investigations and hearings with the NLRB. Therefore, you plan to review and identify management practices to minimize the risk of unfair labor practice charges. A comprehensive review of grievance procedures and labor relations practices within the context of union representation, will be on your list of priorities.

Additionally, the production facility presents an increased risk for safety accidents. The owner asks you to initiate a safety audit to ensure that 1995 Auto Corp. is compliant with Occupational Safety and Health Act (OSHA) laws. A review of 1995 Auto Corp.'s safety records will be recommended to determine the company’s legal liabilities and limitations regarding its drug-free workplace policy.

With the Toledo, Ohio production facility on the horizon, there will be additional HR policies and regulations to consider. 1995 Auto Corp. needs you to determine HR laws that might apply to the new operation, as well as the employer's responsibilities to employees.

1995 Auto Corp.'s HR issues will provide a challenging five-week project for the human resource professional. The success of 1995 Auto Corp. depends upon your in-depth knowledge of U.S. labor laws, general knowledge of HR regulations as they apply to a global workforce, and your HR policy guidance to keep the company within its legal boundaries of human resource management. With this in mind, you are preparing yourself to help 1995 Auto Corp. solve its labor and employment law issues.