

EXAMPLE 1

To: Amita Singh
From: Chris Towson
Subject: RE: Urgent: Need Permission to Withdraw Job Offer

Amita,

Thank you for your email. I appreciate your concern regarding the hiring decision in light of the information you discovered on Ms. Tyler's Facebook posts. As you know, I trust your judgment in the selection of sales managers. You have done an admirable job as a hiring manager over the past five years. With this in mind, I would like you to think carefully about why you chose to hire Maggie Tyler. Do those reasons still exist?

The announcement today during the sales meeting has everyone very excited about Ms. Tyler. A decision to rescind the offer will affect your department. Consider how you might plan to approach your staff with this news and how it will affect them.

Colonnade Hotel and Resort always strives to operate with integrity in the hiring process. Rescinding a job offer is a very serious action for our company to take. I think it best that we meet tomorrow morning to discuss our plan of action after we have "slept on it." Please accept the meeting request I have sent through Outlook Calendar. I have also attached a meeting agenda with items for you to consider prior to our meeting. I will make my decision based on our discussion tomorrow.

Best Regards,

Chris

Meeting to Discuss Employment Offer for Maggie Tyler

Objective

To create a concrete action plan for rescinding the employment offer that The Colonnade recently extended to Maggie Tyler

Attendees

Chris Townson, General Manager; Amita Singh, Director of Sales

Rose Stanhope, Director of Human Resources; Jane Smith, Assistant to Chris Towson

Date, Time, and Duration

Wednesday, December 13, 9 – 11 a.m.

Location

Meeting Room A

Agenda

- Discussion of the reason for rescinding the employment offer (Amita)
 - Facebook and other social media posts from Maggie Tyler
 - Incident of theft during Vancouver riots
 - Do we have all of the relevant information?
- HR and legal implications of rescinding the employment offer (Rose)
 - Who will be affected by our decision?
 - What is the potential “cost” to the hotel?
 - What recourse does Ms. Tyler have to fight our decision?
- How to proceed with our decision to rescind the employment offer (Chris)
 - Notify Ms. Tyler immediately – what is the best channel?
 - Prepare a file with all relevant information and documentation (to be kept for our records if Ms. Tyler should pursue legal action)
 - Prepare a statement for our social media outlets if Ms. Tyler chooses to discuss the situation publicly
- New addition to policy for hiring procedures (Chris and Amita)
 - Create guidelines for background checks of potential hires
 - Add social media review to interview process

EXAMPLE 2 (MEETING OUTLINE)

Meeting Outline

(Total Meeting Time = 1 hour)

Objective: The purpose of this meeting is to explain to Amita how everyone is impacted by our decision to rescind Maggie Tyler's offer in order to prevent a scenario like this from formulating in the future. During the meeting, we will discuss the impact on both internal and external constituencies, the decision and rationale, and action steps to be taken in the future.

1) Internal Constituencies

- a. Amita: She is a senior employee within the organization and has been responsible for hiring in the past. Over the last five years, she has done an acceptable job. If we refuse to rescind Maggie's offer and Maggie continues to improperly manage her personal brand, Amita may feel as if she has burdened the organization. The added stress of being responsible for a poor decision could affect Amita's future performance within the organization. Since I have relied on Amita to conduct several hirings over the past five years, there is an unspoken amount of trust that I have in her ability to recruit qualified employees. If I do not allow her to rescind the offer, I would be violating my word and could be perceived as being inconsistent.
- b. Guests & Current Employees: If Maggie works at Colonnade Hotel & Resorts, then guests and current employees will have to deal with her presence and negative attitude, which is inferred from her comments about the guests at Hotel Grand that she calls "high-maintenance snobs" and refers to their kids as "bratty." Current employees will also have a better understanding of what is tolerable in and out of the workplace at Colonnade Hotel and Resorts, based on our decision to rescind the offer made to Maggie.

2) External Constituencies

- a. Maggie: May have already given her employer at the Hotel Grand two weeks' notice. Her financial situation could be greatly affected by the outcome of the decision.
- b. The Hotel Grand: Originally, they may lose an employee. If not, then Maggie's Facebook posts and shop lifting incident will be exposed. This will put Hotel Grand in an awkward position.
- c. Future Guests: If Maggie's offer is withdrawn, the story could easily be in the news the next day. In the event that the situation is published, future guests will learn more about Colonnade Hotel and Resorts and the caliber of the employees that we employ.
- d. Future employees: The decision to employ or rescind Maggie's offer will set a precedent for future employees. Those who are applying for jobs at Colonnade Hotel and Resorts will know to be more careful with how they choose to manage their personal brands in and out of the work place because it is a direct reflection of the organization that employs them.

3) Decision & Rationale

- Rescind Maggie Tyler's job offer.
 - We do not want to risk the negative repercussions of employing her on Colonnade Hotel and Resorts' brand.

- It will send a message to current employees, guests, and future employees and guests of the caliber of service that they can expect to deliver as employees and to receive as guests.
- Amita and the rest of the staff will not have to work with her or put up with her attitude.

4) Action Steps for Future Prevention

- All hiring and firing decisions will have to be approved by me for a three-month probationary period.
- An additional person on the staff will have to second Amita's hiring decisions for the three months following her probationary period.
- A systematic process for evaluating future employees will be drafted to ensure that potential hires are thoroughly evaluated before being considered for an offer.
- Amita will contact Maggie Tyler to schedule a meeting with the three of us (me, Amita, and Maggie).

5) Amita's Thoughts & Input

- During this time Amita can provide her thoughts and insight on the situation. She can speak about any potential concerns that we may not have considered.

6) Recap

- Constituencies Affected
 - Internal: Amita, guests, and current employees.
 - External: Maggie, Hotel Grand, future guests, and future employees.
- Decision
 - Withdraw Maggie Tyler's offer
- Schedule a meeting with the three of us as soon as possible
- Create a systematic process for evaluating potential hires