



### Question #1

Our company would like to implement a points program where we issue citations (negative points) to employees for policy violations and citations (positive points) to employees for good behavior. The points would ultimately impact the employee's potential pay increases at review time. Do you recommend implementing this type of program?

### Answer

*Below is an email communication that was sent by one of our HR Professionals to address the question:*

This email confirms our conversation today where we discussed your email regarding a citation program you would like to implement.

During our call, you indicated you would like to issue citations to employees throughout the year for violations, such as failing to follow safety procedures, attendance issues, etc. You would also issue these for positive behavior. These would have a point value and would eventually translate into deductions or credits from their expected raise at the time of their performance and pay review.

While it is not illegal, we discussed the burden of administering such a program. It would result in supervisors becoming police and would likely lead to complaints of unfair treatment and inconsistency. In addition, you would have the tabulation requirements at the end to account properly for all the citations. The citations would likely be viewed as written warnings and I could see the program resulting as demotivating instead of motivating.

We discussed considering an incentive program instead to reward the desired behavior. Another option would be to limit such a program to rewarding good behavior only. It does not have to lead to a bigger raise as there could be other types of prizes

instead. One motivator for these types of programs is recognition. Consider that you already have your disciplinary process that address policy and procedure violations. These are typically taken into consideration at review time.

## **Question #2**

Our business is located in PA.

We have an employee (A) who is in a romantic relationship with another employee (B). They are not employed in the same department. Employee A reported to her supervisor that she was assaulted by Employee B (they don't live together). Employee A's supervisor told HR. What is the employer's duty in this situation? Thank you for your help.

## **Answer**

This email confirms our conversation today where we discussed your email regarding an employer's duty when responding to a complaint of employee assault.

During our call, you indicated your female employee that works part time in your café was in a relationship with the maintenance supervisor. She claims he assaulted her by putting his hands around her neck, outside of work. It does not appear that she is pressing charges. You asked how you should proceed.

Since you did not speak with the female employee, it is important to find out if there is anything she is requesting of you. Your duty is to keep her safe at work, as with all other employees. Usually such situations lead the victim to be concerned about working with the accused. We discussed that it would be reasonable if she asks that he not work around her. For example, if there is a need in the café, it is likely he can have one of his employees take care of it if it is during the hours she is expected to work.

You asked about offering her counseling services available through your insurance/EAP. We discussed that this would be a good idea. When you speak with her you should be able to gauge whether it would be appropriate to provide these. Otherwise, you may inform her about them by letting her know that she's not required to use these benefits, however you want to make sure she is aware of the resources she may access.

Once you speak with her, if you have any further questions or concerns, please feel free to contact me directly.