



## *Comments on the Coercion in HR*

May 29, 2008

The following are verbatim comments from the write-in question on the Senior Designation Pulse Survey conducted jointly by HRPAC and the Canadian HR Reporter. This online survey was conducted from April 9 to 16, 2008. 1809 HR professionals responded to the survey. Of these, 751 chose to respond to the request for additional comments.

No claims are made that this is a scientific sample of HR professionals in Canada or Ontario. Nonetheless, the sample is a large one and represents a broad cross-section of HR professionals.

The comments are numbered for ease of reference. The comments were sorted alphabetically. The comments are not organized by theme.

1.	- Have to turn a blind eye to overtime being worked but not paid, especially in HR - Asked to "encourage" someone to come back to us by lying that the job would be stable, even though I couldn't guarantee it - Hiring substandard candidates because couldn't get support from top management
2.	"Enhance" job responsibilities/duties as part of immigration application for employee.
3.	A former GM wanted his personnel file when he was retiring so that he could "edit" it. He shredded various documents and then gave me back the file.
4.	A frequent case is that of managers who feel that an employee should be fired without due process. Often the managers exaggerate the situation or provide false examples of the employee's wrongdoing in order to get me to agree. I usually feel pressured into agreeing with the termination, but I do my best to stand my ground by insisting on due process.
5.	A guy in porno, stealing funds from a marketing budget and harassing people and President wouldn't do anything because he was a top producer in Sales.
6.	A manager told me to back date a memo to a senior executive and put the memo towards the bottom of the pile in the in-basket, so that it appeared the memo was done days before.
7.	A manager who was a notorious bully was raging at a female subordinate to the point where she lost her temper and fled out of his office. He followed her to continue the torment. HR at a much higher level got

	involved and insisted that she be disciplined because she acted out after he wound her up (she raised her voice and pounded her finger on his desk). I had to discipline her because he was being protected. After a representative from investigations (Corp) got involved and took statements from me and a few others including the bully, nothing happened. However a few months later I was dismissed. Guess I shouldn't have trusted the Investigations person.
8.	A powerful manager wanted to hire the young attractive under qualified candidate over the 45 year old well qualified job candidate. Pressure was put on the three levels of management over me. An administrator for that area lied that the 45 year old wasn't really very qualified and didn't do well in the interview. I was told by my supervisor's manager to sign the hire form on behalf of H.R. or point to someone who would back me up. There wasn't anyone so I signed. I then found another job.
9.	A restructure of a Division that would seriously erode Health and Safety.
10.	A situation of extremely poor behaviour on the part of a senior manager was raised to the CEO who told me I was over-reacting and to 'back-off'. Further allegations of fraud were revealed whereby I asked the CFO to conduct a review of the manager's expenses. Eventually, this resulted in the manager's termination however at my expense as the CEO felt that I exposed his initial lack of action. I have parted ways with the company.
11.	Administrative staff was expected to work 24 hours per day for 2 days straight without going home in order to get a proposal done by a deadline set by management.
12.	After a company takeover, there was considerable inconsistent treatment of employees between those previously part of the organization and those newly hired by new management; expected to tolerate / support inconsistent application of vacation policies and benefits. Left the company instead.
13.	After completing a sexual harassment complaint against an individual in a critical and unique position in the organization, I was told to terminate the complainant although the allegations were in fact proven.
14.	Although I have been asked or expected to do these things from time to time, I have never actually done them. I wonder if the survey should have been worded to capture the difference between being asked to do these things and actually doing them?
15.	Although I have seen and experienced activities like the one's described in the above it is my opinion that HR professionals should and must establish a culture of high ethical standards. HR professionals, if they are firm in applying the acceptable values and high ethical standards will not easily be challenged by unethical request.
16.	Although I haven't done it, I have been pressured to do things which I couldn't (wouldn't do). Usually it's around hiring or firing situations.
17.	An employee had been found guilty of using his personal computer to access porn. The director did not want to terminate the employee since he was a high producing employee who brought in a significant amount of revenue to the organization.
18.	As one of a few managers reporting to the VP, we were asked/told to bring our credit cards with us whenever we were having a department lunch outside the office, a lunch that would include the VP. The bill would then be split 3 ways - i.e. each manager would put 33% of the cost on our respective credit cards. We would then each submit our respective share of the expense through our regular expense

	reimbursement process - of which the VP was the person approving our expense claims. This was contrary to our policy that stated that the most senior person in this scenario was the one who was supposed to submit the entire expense - and justify it to his/her boss why the expense was incurred. By bypassing the internal control in place, it placed all of the direct reporting managers in awkward positions. Often 2 of the other managers were lawyers - and I know that they also felt concerned about this approach.
19.	As the first HR/H&S administrator in an organization that has grown from a one man operation to a staff of 30, I encounter situations like this rather regularly. One of the themes that I have found successful with the owner is to point out that when the Company was worth one or two hundred thousand dollars, the decision to assume certain risks had different potential consequences than now, where the value of the organization is exponentially greater.
20.	As the HR Manager for a company, my role is to advise upper management on legal and moral requirements. They do not always listen to my advice.
21.	Asked not to deal with something that should have been - turning a blind eye. All instances of coercion have been for a former boss who is gone now.
22.	Asked to agree with re-allocation of designated funding without verifying with funder first
23.	asked to amend statistical data to support a senior management position
24.	Asked to do a retro pay for an employee years after the fact. No basis for the retro.
25.	Asked to ignore the Employment Standards Code regarding eligibility for overtime and draft correspondence to employees which was clearly incorrect
26.	Asked to reveal confidential information regarding an employee's absence. The employee took a short leave to deal with the sexual assault of his daughter by her boyfriend. Very small community and I was trust with this information by the family. Asked by management to explain absence
27.	At a former job, I would often be asked to headhunt people away from other organizations and lure them with promises of big commissions that only few achieved.
28.	At a manufacturing company ...they had a holding tank for a corrosive chemical. Over a weekend this chemical eroded the pipes in/out of the tank , and approx 1000litres leaked within the containment area (dyked area).....what the company did was have a sump pump that would push out any rainwater...in this particular case it was not rain water it was the corrosive material. It pumped the chemical over the dyked area into a parking lot that had holes drilled into it to allow the water/chemical seep into Lake Ontario. The property was over reclaimed land...Lake Ontario was directly below the property. This would also not be detected by the Ministry of the Environment. When I suggested that this was unethical...we should inform the Ministry of Environment....the Plant manager said "dilution is the solution" it will be fine. I did not report it...I was subsequently fired for cause about 6 months later for a unsubstantiated reason...I had made the decision to go after this incident.
29.	At a prior job my Manager did thing that I was not in agreement with, financially.
30.	At a senior mgmt level there was disagreement around how to pay salaried employees overtime. Despite numerous presentations, and legal input as to what the law required, sr. mgmt. didn't want to pay employees what they deserved under the law. The Sr. HR team kept warning them that the MOL could

	come in. I was tired of the endless discussions about this and knew it was a ticking time bomb. As we were US owned, there was not much support. Therefore, they did not resolve the salaried overtime issue and an employee complained to the MOL and the company had to settle. Interestingly the US leadership, who were aware of the issue turned around and questioned why the HR Canadian team let this happen without putting any onus on the Cdn. Sr. mgmt. team. This comment reinforced to me that I had made the right decision to leave the organization.
31.	Attempt to dismiss the head of the organization for a non-business reason resulted in me stating legal and ethical discomfort which was not well received and resulted in management's sudden displeasure with me. One year later I was terminated for what was labelled 'a restructure'.
32.	Attempting to negotiate no fault employment termination with less than employment standards
33.	-Being asked to complete an ROE incorrectly - "restructuring" when in fact it is termination. - Hiring a candidate known by the president when that person was clearly not the most qualified candidate
34.	Being asked to literally tear someone to shreds in a performance evaluation, in order to clear a path for that individual to be (unjustly, in my view) fired, and subsequently replaced with someone not as qualified or appropriate.
35.	Bullying behaviour by senior level/Executives which is to be tolerated. Until an official complaint from Human Rights comes in, only then will there be a brief pause to examine. However, it will always be the "accusers" fault/issue, and never these awful, bullies.
36.	Business leader was pressuring her staff to work overtime without compensation. Was telling them that if they didn't do so they weren't "team players". Staff were leaving. Exit interviews revealed this unpaid overtime concern as well as tyrannical behaviour by business leader. Upper management did not make any changes or talk to business unit leader as business was profitable.
37.	Business managers are quick to make decisions that are not legally justifiable and then look for a blessing from HR. In an ideal world, people would not have the attitude that it is better to ask for forgiveness than to ask for permission!
38.	CEOs who say one thing to their management team and get buy in, then turn around and confidentially do the exact opposite and expect you to expedite it without comment or recourse.
39.	CFO was pushing us to hire a relative who was not as qualified as some other good candidates. CEO left it to HR and the CFO to work out. A real lack of leadership.
40.	coerced into changing numbers on salary survey data (to be lower) to justify corporate salary decisions
41.	Coerced is a bit too strong of a word but I have taken action at times whereby I would have preferred to wait
42.	Colleagues outside HR sometimes ask for "inside information". My answer is always a resounding NO ... and if they're not happy with that response, that's just too bad!!
43.	Continued employing an executive that was doing a terrible job because their boss (long time colleagues) refused to listen to you. Eventually they were terminated when the overall corporation was affected by the low performance and bad decisions.

44.	Cover up a boss' gross inadequacy. Side step direct questions from our board as to what has been completed or not. Example, reporting % of complete on Performance appraisals, 2 out of 4 most senior positions in organization have not ever completed performance evaluations on their staff.
45.	Employees advising me of inappropriate comments, actions and or physical contact from a Sr. Manager. Forcing an individual to resign upon returning to work from a Stress related leave. Being asked to advise employees of a resignation of a 19 year employee that was actually a wrongful dismissal.
46.	Expected to sign official documents as someone else on a regular basis
47.	Financial/ compliance with governmental regulations - e.g. funding sources
48.	Fire a disabled employee
49.	Fire a pregnant woman
50.	For me this is mostly about policies that I have to enforce that I don't agree with. Some are against my views regarding good practices for retaining employees and some are outright non-compliant with the ESA.
51.	Forced to hire relatives of senior management when they failed normal hiring requirements.
52.	Fudging salary disclosure information; fudging HR benchmark data and other corporate measures; being asked to collect and report on Employment Equity data prohibited in Canada but permitted by US legislation; required to impose policies and standards based on US employment law on Canadian employees; covering up under-the-table executive compensation arrangements, being asked to hire someone based on cronyism or nepotism rather than based on skills and ability; being forced to hire someone clearly unqualified for the role for the same reason; getting terminated without cause from a senior management position when it was discovered I was gay; being constructively dismissed (demoted) for the same reason; being asked to sign away my rights to pursue a human rights complaint as a condition of getting severance, a condition not applied in other allegedly non-diplomacy terminations. These examples are over a 25-year career working in HR and are not all with the same employer.
53.	General counsel with business partners/management about best practices and ethical behaviours and a "you can work around that" mentality. denial of request is seen as not being customer oriented, but legalities persevere
54.	Generally around terminations - Executive officers offering termination settlements to employees with full knowledge the monies would never be paid out due to impending bankruptcy. I refused to be party to the process.
55.	Generally it has to do with hiring practices. Once I was asked to falsify a WCB document which I refused to do. That's when I said I'd quit (and notify WSIB when I got home)
56.	Giving preferential treatment to Executive offsprings is fairly common.
57.	Going against the Human rights Act
58.	Having my employees work long hours and unsafely during a strike with the promise they would receive overtime. This promise was subsequently withdrawn by senior executives causing my resignation

59.	Having to terminate an employee, only because the hiring manager did not "like" them based on knowing that person for one day.
60.	Health and safety issues
61.	Hire a managers' unqualified kid. Ask people to do more work with less. Watch an across the board demotion go through that I knew was ridiculous and they would have to rescind it but not before great expense to the taxpayer and major grief to the 29 affected staff.
62.	Hire an unqualified person. Terminate someone for no reason. Break policy to accommodate senior management's request.
63.	Hire my child is always a tough one
64.	Hire someone who was a friend of the boss. Adapt policy aligned with parent company in US [refusing benefits for same sex partners], when this policy was not in line with Canadian legislation.
65.	Hire unqualified candidates, skip processes, accept favouritism
66.	Hiring
67.	Hiring a family member
68.	Hiring candidates that were referred by senior management. Increasing pay rate for employees based on their manager's discretion.
69.	Hiring people because of their ethnic background - had nothing to do with their job or for meeting some employment equity quota.
70.	Hiring people without the proper reference checks simply because they were know to a senior person in the organization.
71.	Hiring senior executives family members
72.	Hiring unqualified friends of executives
73.	HR is often asked to circumvent hiring policies to fast track employees often a relation or contact or some one of interest to senior management; We are often asked to execute terminations that are highly questionable, often done based on personal reasons by management than purely based on professional criteria
74.	Human Rights issues/harassment by staff to another staff member - my hands were tied. Disagreement of how staff members should be paid for working extra time.
75.	I am regularly asked to engage in direct "headhunting" of candidates from competitive firms without the use of a third-party.
76.	I became aware of a Senior Manager who was harassing an employee (sexually) and making promises of promotions in exchange for a relationship. The individual was clearly uncomfortable and confided to a peer. This 3rd person tried to influence the victim to report it to HR. When the victim expressed their fear in

	<p>reporting it, the 3rd person approached me with clear evidence of inappropriate text messages from the senior manager to the victim. I proceeded to advise me superior that I was launching and investigation. My supervisor advises me she needs the details because it is not the first allegation against this manager for similar reasons. I was told to leave it alone and that my supervisor would escalate the situation to the appropriate department. What happened was very different. My supervisor advised the individual of the incident and then suddenly I became the person who was being investigated for credibility. Somehow, it was spun around on me as it to say I had a bias opinion. The investigation was never conducted. When I followed up with my supervisor I was told to "leave it alone". The evidence I had to prove this was never gathered and the inappropriate behaviour continued. Needless to say the victim did get a promotion which was very questionable. I was completely disgusted that I was part of an organization that would support such lack of integrity and violation of human dignity. It proved to the "whistle blower" that HR meant nothing in the organization. I was left with a bad taste in my mouth about the supervisor I considered a mentor. It was one of the incidences that influenced my decision to leave 4 months later.</p>
77.	<p>I can think of a couple of instances where I felt I was coerced into doing something I thought was unethical and I was uncomfortable with. The first one dealt with recruitment. I was specifically told to exclude certain nationalities from the selection process by one of the owners. I did not agree with him but I had to keep my comments to myself because he was an owner. One of my direct reports was shocked and didn't know what to do. We had a recruitment and selection process in place, with job specific testing, interview questions. We did have applicants who were of that particular nationality but unfortunately, we could not pass them on for testing because the supervisor who rated the applicants reported to that owner. This is contradiction of the Employment Equity Act (we were certified under the Federal Contractors Program). We couldn't do anything about this. This particular manager (owner) would also recruit himself, with no interview notes, no references and the person would show up at our office to complete the paperwork. We had to choice but to enrol that person. I was also responsible for managing the compensation program. Some positions were evaluated and the managers refused to change the person's position to the higher level because they felt that they didn't deserve it. My argument was that the position was worth that level. If they had issues with the current incumbent, it was a performance issue and that they had to deal with it. In two instances, the evaluation was lower and the VPs (owners) refused to reduce or change the position and they remained at the higher level. These two were overpaid simply because they were liked by management. I could not say anything about it to anyone, none of my direct reports knew about this either. I was conflicted by this because I believe in equality and fair treatment of all employees. To make matters worse, the corporate mission also stated this. I did speak to my manager (not an owner) about it and he told me that it was their company and they could do what they wanted. Again, I couldn't do anything about this. I was also asked to reveal confidential medical information to one of the owners. I refused. I explained to him that as an employer, he did not need to know the medical diagnosis; he needed to know the restrictions and accommodate the employee accordingly. I kept the medical files for both work related (WSIB) and non-work related (short-term and long-term) in my office and my direct reports did not have access to them as they did not need to know. I was asked again, and again I refused. He eventually stopped asking me. I would not sign official documents, especially if I knew they were 'massaged'. I would tell my boss that the document had to be signed by a singing officer. I also explained to him the risks. He was willing to take them. I was dismissed from that particular company with no explanation (services no longer required) after seven years of service and exemplary performance reviews. I believe it was at the request of that owner. I still see some friends from that company and I would never reveal any of the above information (and more) even though I am no longer employed by them. It would not be ethical to do so.</p>
78.	<p>I did leave a company that asked me to do things I did not agree with. For example, fire someone on vacation and FedEx his personal items to his house. I won that battle - we did fire him but at least it was after he returned.</p>

79.	I did not answer the above question because it never came to that. I simply said no or at least said my peace and indicated what I would do if asked. I would never allow anything to happen that contravened any piece of legislation, and I would certainly not be a part of it.
80.	I did not resign my position but was terminated due to the fact that I voiced my opinion on a matter that I considered extremely unethical and illegal.
81.	I discovered a conflict of interest with a co-worker that was co-signed by the President. I reported to the CFO who said he investigated it and not to worry. The activities quickly stopped but not before significant sales dollars were lost.
82.	I felt coerced into hiring someone who wasn't qualified for the job. The person was a high level manager and I was a junior HR leader at the time. In hindsight, I should have stood up to that manager but I just didn't have the experience or confidence to do it. The employee's performance was terrible and I had to manage it for the next several years. I now find myself with a wrongful dismissal suit on my hands. A second instance was when I was asked to modify our recruitment process for our skilled trades employees. The process they were asking me to adopt would have discriminated against minorities. I had to refuse to do it. Finally after several calls with our legal counsel, he was able to get the message through and the process was not revised. I would have resigned before I would have recruited to the new "standard." I hope this is helpful to your survey.
83.	I found that I had to transfer to another area of work because this happened so frequently.
84.	I had a client who told me several of his senior executives had been caught sexually harassment or racially harassing more junior employees. He refused to speak with them or let me speak with them. He would only manage the situation by asking me to say in a group setting that we were developing a new procedure for handling harassment and hope they "got" the hint. I did it but not feel this was even close to being an effective or ethical way of managing the situation.
85.	I had to appoint a subordinate on a part-time contract to a HR position without a competition however because of a merger; the other HR staff had to compete for the positions. I was told because she was part-time, she didn't need to compete. After she was permanent, she became full time and I was laid off and she was given my position. I could not complain to the VP HR because she was friends with my boss. Another time I had a purchasing position at another location. An internal candidate applied with no credentials but it was a lateral transfer. He was appointed to the position and then wanted a raise and commuting allowance. I objected but the VP of Ops pressured and got her way through the President. When the VP left the organization, the new VP had a problem because the inexperienced non certified employee was making the same as the qualified long term certified staff. As a result he had to increase salaries of the other staff members.
86.	I had to terminate a 10 year employee for cause based on a couple of minor incidences that occurred within a 6 month time frame rather than ask the employee why the mistakes happened and try to fix the problem.
87.	I have actually found that at times my larger HR department asks me (unit HR) to do something that technically follows the rules, but the rules seriously disadvantage the employee in question. I think sometimes that our profession can be so rule-bound that we don't stop to question the appropriateness of those rules or whether there are better ways to do things. Situations are not always black and white. Outside of the HR profession, I have been asked to lie in a report. I refused and if my boss had insisted, I would have resigned. My integrity is extremely important to me.

88.	I have been asked and occasionally I have felt attempts at coercion, but I can honestly say I have never succumbed to the pressure. I have walked out of a situation/meeting stating that I go on record as disagreeing with this approach. It has always worked - i.e. the situation has been rectified without having to compromise my professional standing or do something illegal.
89.	I have been asked by the President to change the reason for separation in an ROE to assist with a termination. From Dismissal to Shortage of Work.
90.	I have been asked for information that would not otherwise be available to this person, and I simply suggest that they speak to the person directly, if they would like to get more complete information. I would not do something for the sake of a job; as my professional integrity is more important. It would be like turning a blind eye to something illegal; where would it end.
91.	I have been asked to bend the rules regarding payment of overtime for employees who are overtime eligible.
92.	I have been asked to falsify dates on documents that could cause problems for the company
93.	I have been asked to terminate employees without proper justification. I went against this practice and questioned authority which resulted in my own job loss.
94.	I have been asked to terminate individuals for no reason other than the owner did not like them. I have personally been present when the owner brow beat employees publicly; this also happened to myself. He is viewed in his industry as a "Tyrant". Although this individual talks about performance he specifically ignores recommendations and gives increases and bonuses based on who he likes. He makes this known by how he treats people. This particular experience for me has been the worst in my career.
95.	I have been coerced to provide personal information about employees to an executive I reported to.
96.	I have been consulted regarding the "right" thing to do and given my opinion. I have never felt coerced to do something that I have felt is morally or professionally wrong.
97.	I have been in situations (3 separate situations) where a member of management would not agree to interview/hire a candidate based on gender, age, ethnic background.
98.	I have been involved or witnessed several incidents involving a senior HR manager who repeatedly harassed his staff and failed to take action on allegations brought to his attention of harassment, favoritism and discrimination. I did voice my concerns over these situations however they were dismissed without investigation
99.	I have been let go twice - and I'm under 40, (with large payouts-shut up money to 'go away') because I would not turn a blind eye to unethical behaviour. They said I "wasn't a team player". legal professionals said I wouldn't get more than they offered, and two years + tied up in court fighting the root cause and the 'right thing' would mean I could not have survived without signing the release for the payout. It's a no win situation but it happens all the time. It's a sad reality, but I'd do it again versus compromise my ethics or turn a blind eye to the law.
100.	I have been pressured as an HR professional to not report certain things but have always pushed back to make it perfectly clear that I would be truthful in all circumstances and this was not a point for negotiation,

	regardless of who asks me to do otherwise.
101.	I have confronted with the situation of facing supremacy of internal control function for the implementation of HR policies and procedures.
102.	I have had situations where my peers (in HR) were less than professional in their relationships with each other, but not with leadership asking me to do anything that was unprofessional.
103.	I have never succumbed to pressure or cerement regardless of the level where it originated. I resigned from a position where the management routinely undermined employees whom they decided to terminate. It was unethical.
104.	I have often had discussions with one manager in particular about loose application of company rules - but I always stick to my POV and refuse to act against my professional ethics or procedures. Not coincidentally, that manager is no longer with our company.
105.	I indicate yes to the above question, but actually I was fired for not falsifying information.
106.	I left my last employment (July 2007) after 18 years with a Provincial government agency because I was being asked, no, told, to do something in breach of Employment Standards, the Human Rights Code, the Collective Agreement and, most importantly, in violation of my ethics. When I refused for the 3rd time to agree, I was asked to resign or was told I would be terminated for cause. I refused to resign and fought my "dismissal for cause" successfully, even though it took @6 months. Based on my experience, I have now started my own business and am happy and excited.
107.	I remember once I was asked to lie about what happened in a job competition. I was shocked at having been asked and refused.
108.	I reported a senior executive to our head office, for behaviour that bordered on unethical. He found out about it, and fired me, on the spot. However, the company conducted an investigation while continuing to pay me, and ultimately hired me back, and fired him.
109.	I reported to the CEO and he felt he knew more about HR than I did even though I had 25 years of experience in it. I eventually resigned. That probably made him happy.
110.	I sat in on an interview where the owner asked some illegal questions. ("You're an attractive young lady, when do plan on getting married and having children?") When I confronted him about this he said he was only trying to get to know the candidate a little better and would continue to ask those questions when he saw fit. I resigned the next day.
111.	I started working for a company that didn't follow ESA, they didn't pay for stat holidays and they didn't pay overtime. When I tried to pay these things I was told that I can't. I then won the battle over stat holidays, but not overtime. I ended up doing the best thing I could and had the hours "averaged" and banked but not in the way it was meant to be used. I put an analysis together to show how minimal the cost would be and my manager took me to an employment lawyer to seek advice. His response was "it's cheaper to pay the fine if you're caught, I wouldn't worry about it". Right after that I began looking for new work and I would never return to that organization again.
112.	I think any HR professional who answers anything other than 'it happens' is either a liar or incredibly naive. Of course it happens... after all, who is it that's supposed to be the guardian of the corporate conscience?

	Who else is going to hold single-minded managers accountable, draw them out of their narrow view and hold open a broader perspective, and have them think through the implications of their decisions?
113.	I was asked not to follow our on-boarding process which is to do background checks (criminal checks) first before extending an offer. The hiring manager wanted to extend the offer due to time lines. He then approached my manager to go around the process. She then wanted me to proceed. I did not feel comfortable because I felt we were putting the company at risk. Also, that we have a process in place for a reason. If we do it for one manager then others would ask.
114.	I was asked not to hire people from a certain ethnic group.
115.	I was asked once to cash a cheque into the Social Committee bank account that was received from the sale of scrap metal, to create a facility slush fund, without the knowledge of the corporate office. (I declined, informed corporate office, and was terminated by the facility manager). I have been "requested" to hire an individual that was a friend/family of an owner of a company at a rate higher than any other employee performing the same job, even though he/she was not as qualified as another candidate or colleagues in the job. (I did this and the person was eventually terminated for incompetence).
116.	I was asked to "overlook" the harassing behaviour of a Supervisor to a disabled employee because " this guy is really lucky to even have this job"
117.	I was asked to continue to work with an external supplier and accept his ridiculous bills because he was a buddy of the EVP.
118.	I was asked to discriminate against someone when hiring. I refused to do so, attempted to convince the person of the error of their ways, was unsuccessful and quit my job.
119.	I was asked to disregard a criminal background check for someone the company wanted to hire - the check indicated fraud and it was based on charges filed by their employer!
120.	I was asked to falsify a document. I declined and I believe someone else was asked to instead. It was never referred to again and I was not penalized for it.
121.	I was asked to hire unqualified people who were "friends" or "acquaintances" of management through an employment agency to circumvent the hiring free in place at the time and to circumvent the regular hiring process. I was asked to given unusually high "bonuses" to certain individuals who had a more personal relationship with the president of the company.
122.	I was asked to incorrectly bill a client for services not rendered. I resigned rather than doing that.
123.	I was asked to lie about past practices in order to support and rationalize changes to current practices.
124.	I was asked to not report a certain personnel issue to a department head by a senior member of the department. I was uncomfortable with the issue and went to our senior legal member for advice.
125.	I was asked to post peoples absences on the bulletin board and confront them about the particular reasons for their absences.
126.	I was asked to push through a hire that I was not comfortable moving forward with. As it turns out the hiring manager should have listened to HR's advice because after bringing in the individual on contract we are

	now looking for a replacement. As I expected it is not working out, the individual does not have the skills in order to do the job as I advised.
127.	I was asked to put forward a proposal during bargaining that was contrary to pay equity guidelines. I indicated I couldn't do that as it was contrary to a letter of understanding I had signed when we implemented a new class plan. I wasn't forced to bring it forward, rather an executive manager who was on the bargaining committee handled that issue at the table.
128.	I was asked to set a lower standard of behavioural expectation for a manager in a situation that highlighted that manager's unethical behaviour. I refused and questioned my senior management's decision on how to handle the poor behaviour. It has made some dealings with the senior management strained at times, but they grudgingly acknowledged that they were not correctly or appropriately handling the situation.
129.	I was asked to share confidential details of a harassment investigation which violated the organization's harassment policy.
130.	I was asked to sign the President's name on a personal cheque of his to the IRS. He didn't trust his secretary to get it right, so he asked me. I've also been told that I could not give a terminated employee his severance pay (he was eligible for it under Ontario's ESA) because "the company gave him a free laptop and that was sufficient". I've also been forced to hire family members even though they weren't qualified.
131.	I was asked to spy on an employee instead of hire a professional. I have been asked to provide salary information inappropriately. I have been told that the company rules supersede the employment standards act.
132.	I was asked to terminate an employee (for cause) despite my reservations on the legitimacy of the decision. I was quite junior at the time and did not have the confidence to stand up to my boss or the GM of the company.
133.	I was asked to turn a blind eye to the OT policy which did not meet the minimum employment standard. This has also occurred with regard to terminations when a manager has not taken the appropriate steps to terminate a poor performer or behaviourally challenged employee.
134.	I was bullied by the leader of my client group. I had made my boss aware of the situation and was told that "she has a history" of this. Unfortunately, the organization still employs this person - I resigned. I felt that my boss should have drawn the line with this woman and did not. He overlooked it, I believe for political reasons instead of ethics...
135.	I was forced to turn a blind eye to an employment contract and provide a severance that was less than the agreed upon terms in the contract.
136.	I was given contradicting information from the President that I needed to complete a government form. I felt that the information might be fabricated, and told her that I would use that information, but she would need to be able to support/back up the information if there were any questions about it.
137.	I was instructed to hire and promote an individual that was a friend of one of the employees that the Director was having an affair with.
138.	I was instructed to hire the boss' child as a summer student at a rate of pay significantly higher than other students in the same class. The student was more mature and very competent therefore I tried to ensure

	they were given the more complex tasks/projects, but it just didn't feel right.
139.	I was once in a situation where a VP of a large Fortune 500 company wanted to recruit some new female engineers (do offset gender imbalance) and, his idea for selecting candidates was to throw a cocktail party serving alcohol and let the females "mingle" amongst the management staff (mostly male) to informally interview them in a way that would be very comfortable and not stiff like a job interview. When I raised the issue of public perception, liability for the alcohol not to mention a great opportunity for a harassment suit by some disgruntled female, I was much pressured to go along with it. In the end, I stood my ground on having formal job interviews but had to relent on allowing a cocktail party after the fact. I had to do a lot of damage control because I sensed that if I had of pushed any more, I would have been let go. As it turns out, I was gone and given a severance package a year and a half later (although my package was very generous) I sensed that my ethics got in the way of being a successful HR practitioner in that environment. The ones that stayed did whatever it took to not anger upper management. I believe it was a toxic environment and am thankful that I can live with my conduct and choices as a HR professional for over 25 years.
140.	I was recently fired by a large company because I would not compromise my values or my integrity. It involved giving preferential treatment to a particular labour organization over another. If I had continued doing what they wanted me to do I would have been charged at the OLRB. I wrote an email to senior management asking to be removed from the file and next week got the axe. Reason; I should not have raised my doubts in that manner. I was given a good package and found work with my former employer within a week. Call me if you want some more details, I would be pleased to supply them. John Rushton cell 647 618 6477, home 905 847 7539
141.	I was told to destroy documents from the OLRB that were legally required to be posted. I refused and was subsequently fired
142.	I worked for a company that would hire "nurses" who were not registered with the CNO, and send them out to work as such.
143.	I would like to clarify my answer to "have you ever been asked to reveal" - I have not revealed, but managers will typically ask question re: medical diagnoses of employees. I don't give it to them, but they ask.
144.	I would never compromise my values personally or professionally. Perhaps that's why I haven't been asked to. From time to time, I have been asked for employee addresses for purposes of sending get well wishes.
145.	I would resign from my company if I were required to do something unethical to my profession.
146.	If asked to provide confidential information, I do not. It has not been a problem. Managers respect my code of conduct.
147.	If you haven't been in some of these, you haven't worked in an organization. I worked for one of the most ethical, but there are situations where the rules are dumb and you're expected to ignore them even though it will be more than technically unethical and others where the boss has a blind spot or an unethical spot and you're expected to go along. It's a judgment call each time and it isn't all that rare. Part of HR's job is to weigh "how unethical" something is after you've exhausted all avenues to stay within ethical boundaries... and then decide to comply or go.

148.	Ignore a commitment to a government branch which would have benefited the employees; but continued to benefit the employer.
149.	Implementing a "late" policy that was punitive and didn't correct the real issues.
150.	In a previous job I resigned because my supervisor who I would loosely refer to as - was highly unprofessional and shared detailed personal and private information on a regular basis.
151.	In a previous job, the boss insisted that we not follow over time laws and tried to convince me that these were just guidelines and not actual laws.
152.	In a previous position, a supervisor had to be terminated for poor work performance, but I felt the performance was secondary to a personality clash between the plant manager and the supervisor.
153.	In all of the responses of "It has happened to me once" they are all related to the same past employer. This company's Senior Vice President was extremely forceful in trying to push me to falsify Worker's Compensation paperwork. I refused and subsequently left the company because of the lack of honesty and integrity.
154.	In hiring a management-level employee, I was coerced and my very strong objections were overruled by members of senior management, including the Director of HR. For reasons unknown they wanted to hire one of two candidates whose references revealed serious issues with management style, treatment of subordinates and ethics. I felt at the time this had to do with the other candidate being an immigrant.
155.	In my position with a previous company, I was continually coerced and bullied. My boss who was the second in command with complete control over the President, believed in scare tactics to 'coach' staff. In an employee survey, harassment was identified as a key problem. Everyone noted that the harassment was from her towards any employee who had done a perceived wrong, but she ignored the results and stated that it was harassment between coworkers and from external clients. I managed to keep my integrity by not doing the underhanded things she demanded but knew I had to resign before the situation got worse, or before she fired me for insubordination (she had let go of several people in key positions with this claim). I'm glad the HRPAA is doing this survey as this is an issue that needs to be addressed. The company I was with has gone through 6 HR people in 4 years, yet their Board doesn't seem to notice that something is amiss.
156.	In my previous organization, I was asked to do things that I felt were morally and ethically wrong; such as hire an individual based on how they looked not their skill set; give a raise that was not earned; terminate an individual w/o severance because they did not want to pay the appropriate sum.
157.	In one case I was asked to support the hiring of a senior level finance position (director of finance) who would be reporting to their father-in-law who was the VP of Finance. I disagreed with my superior on the following grounds. a) the family member was not the best candidate and was not yet experienced enough to take on the role in light of the fact that we had a much more qualified candidate. (b) the hiring of this individual clearly violated our conflict of interest policy that clearly states that a family member cannot report to another family member. My manager, disagree with me and felt she could have the director of finance report to her and have an indirect report relationship to the VP of Finance - hence this would not violate the policy. I took the matter to the CEO who strongly conveyed his opinion that it was too late and that we should never have included the family member in the selection process. I chose not to communicate to the CEO that my VP had approved the inclusion of this individual in the selection process against my advice stating that " it couldn't hurt to interview her". This is one of many situations in which I

	have stood my ground and maintained my ethical beliefs and integrity despite the potentially negative impact that it has had on my advancement.
158.	In one of my jobs my boss refused to follow the employment standards act pertaining to overtime. He told me that since he was signing the cheques he could do as he wished. When the MOL came to investigate my boss denied having coerced me into doing something illegal. I quit the job thereafter because of his unethical practices. On another job just recently, I was asked to lie about reporting injuries to the WSIB so the Company could have the NEER costs remain in a rebate position. This is not uncommon in manufacturing and many private businesses expect that HR personnel do this for the good of the company.
159.	In regard to Reasonable accommodation due to mental health, the company I work for is totalitarian and does not recognize the rights of individual employees with Mental health concerns and requirements.
160.	In some situations Operating Department Managers would like to bend the rules to find a way to the outcome they prefer.
161.	In the situation of recruitment, it usually comes down to a healthy debate in which it's my job to argue successfully in favour of a more qualified hire. I've never had a time when the hiring mgr has had the guts to override this debate by jamming it down my throat. You have to stand up for what is right.
162.	It is not uncommon for a manager to request a pay raise for one of their employees that would go against company pay administration policy. Also, I have been asked to support a termination action where the manager just wants to get rid of a "problem" without going through progressive discipline or coaching.
163.	It usually relates to operational detail is interpretation of a policy or making exception to practice.
164.	It's not the being coerced but more of turning a blind eye. This happens where an organization doesn't really understand that part of the role of HR is to reduce liability and take action when a manager is not dealing with a situation that could have significant legal ramifications and be costly. I find the attitude from some management (yes, usually the not so good ones) is that HR is seen as interfering rather than as trying to help that manager improve and/or protect the interests of both the organization and the employee. When senior management is not supportive, it's not always safe to speak up. So, what an HR person does depends on each situation - if you think that that bit-by-bit you're making some progress then you may stay with that organization. If not, you find another opportunity.
165.	Just when there was the right was of dealing with something and we did it just to fix an immediate problem
166.	Management wanted to fire someone although there were no valid reasons for the termination. Management expected us to tell half-truths or hold back necessary information from employees. Employee concerns were not considered in decision-making.
167.	Managers make requests of you, but it is our job as professionals to refer them back to the Code of Conduct and values of the organization. When you refer them back to that they realise the situation and back off. I have never had anyone say you have to do it or else.
168.	Managers will often try to convince others to do something unethical. It takes a strong individual to refuse, and I've thankfully had great support from the one I report to, so I've never had to think very long about how to handle the pressure.
169.	More along the lines of bending interpretation of policy or procedures, not black and white unethical

	decisions.
170.	More then once I have been asked to neglect to give proper termination pay especially to lower paid employee that might not be aware of their rights...
171.	Most often I feel not able to impact bad exec management. The wrong doings are people management (never ethical) and as they are valued for their other contribution, the people suffer.
172.	Most recently compensation issues where I know the Board is being asked to make decision without all the information. From time to time in my career I have had to stand firm on ethical issues. It is my experience that in a lot of instances the managers involved don't believe they are doing anything wrong.
173.	Mostly I have been forced to go along with what I would consider to be bad business decisions, but ultimately weren't my call. Or, in some cases there were decisions made on certain items (promotions, terminations etc) that I did not recommend, or advised to handle differently.
174.	My last boss basically told me to zip it when I brought up objections to the way the line managers were treating their staff, as well as when I caught him smoking in the company car and violating the Smoke-Free Ontario Act.
175.	My partner in a harassment investigation and I came to different conclusions/recommendations in the end. I had strong concerns about her decision but she was much more senior.
176.	Nepotism
177.	No specifically coercion. The issue was a legitimate harassment complaint against partner that was basically dismissed as I was told that "partners protect one another". The complaining employee subsequently was given less important work and eventually left the firm.
178.	No, I have not been involved in this situation.
179.	No, I would not do something that I was not comfortable with - no job is worth having to live with your conscience for the rest of your life. When people ask for something I can't do or information I can't give, I simple explain I'm unable to help them.
180.	None at all, I guess I work for a good employer. In these times I'm actually surprised that any employer would put themselves in a position such as are mentioned above.
181.	Non-union employees felt coerced into joining a 'voluntary' government program that was supposed to help the employees financially while the company went through a rough patch. The real benefit to the company was to avoid the legal position of laying people off, and in turn avoid a negative image for other government assistance programs, but they wouldn't admit that. Regardless of whether the program helped the employees, they felt they had no choice and had a gun to their head. I refused to sign (the only one), and a couple of people have officially withdrawn from the program since the effective date. Many are looking for new jobs.
182.	Not following human resource policies in regards to placement on salary grids or following recruitment and selection practices ((company)
183.	Nothing specific. There are many times when senior level employees expect that they should be privy to

	certain information but I have never been uncomfortable or "threatened" to provide the information.
184.	Often (whether with or without understanding) I have been asked by senior officers to find a way for an outcome of a situation to be what a senior manager wants. Often, this can be done through the flexibility of policies and procedures or with "one off" situations through union discussions. Often I have been able to find a solution that may not be what the senior officer originally requested but can either live with. On occasion, I have had to say no and in some cases suggested we speak to another senior officer because of how strong I felt about the situation. I have outright refused on one occasion and I advised that I would take to the highest authority in the company and also resign. This resolved the issue but has soured the relationship with a boss. We now have a working relationship only and years after this occurred, I now report to a different officer within the organization.
185.	on a most regular basis this happens in a "soft" way- around hiring - generally the white Anglo Saxon male has a huge advantage over other candidates even when less qualified - it is amazing to see the rationalizations that go on. I was once asked to say that I believe that my manager was embezzling from the company - he wasn't as far as I knew and refused and was eventually forced out of the company for not being a "team" player
186.	On completion of an organization review, being asked by the General Manager for a personal/opinion about the competence of the HR Manager, when that item was not within the scope of the review.
187.	On multiple occasions while recruiting for a large automotive organization, I was required to hire a percentage of local union referrals regardless of their qualifications or behavioural fit with the organization. I believe this ruined the positive culture we worked so hard to create from launch. It offended people who had referred family or friends, who were clearly a better hire decision, who were turned down for employment to ensure there were positions available for union friends, etc. I have also been directed to hire unqualified friends of the plant manager in high level management positions, which upset salary staff who would have like to have moved into these positions as a progression step.
188.	On one occasion when I completed a Job evaluation and had come up with the points for the position and the allotted salary ranges, I was asked to fudge the rating by a substantial amount higher. When I refused to do this as it would compromise the Evaluation System I was told to do it and that was final. I explained that if this was done I would look for another position and my Boss backed down.
189.	Once when hiring a manufacturing position, a son in law had applied and it was felt to be pressure to hire him. In the end we did not go with him but it was definitely a feeling external to the process to hire the individual so took some persuading and the actual results to stand a test
190.	One of my HR colleagues and I were asked by my manager, at that time, to lie about the details of a conversation that was the subject of a discrimination related complain in order to serve her own agenda.
191.	One of our employees is an alcoholic, and our ED is afraid of being sued if the person is dismissed. The poor attendance, and low work ethic has upset every one of the remaining 50 staff but I am not allowed to do anything. The morale is very low and I am told I am not the attendance counsellor or the agency counsellor. So what is my job if not to enforce the policies that are currently meaningless to one person only.
192.	One organization President wanted to release somebody of their duties. We had no case and the individual always did outstanding work. It was a matter of the President personally not liking the individual and felt the company was over paying the individual for the position. The President along with the COO, moved the

	individual into a different job (asked me to sell the new job as a stepping stone to allow them to move up in the future). The new job was a way to make this individual fail and hopefully they would be able to release him/her from the company. They made the job awkward, with a lot of learning curves. The individual eventually resigned. I realized this was not an organization I wanted to continue working with, and thankfully I can say I am no longer with the organization.
193.	One particular situation I was badgered constantly to 'look the other way'. I refused. Life was not easy.
194.	One situation that sticks with me, when I worked in banking (and was the summer student "situation." Our company had a policy of communicating to employees how we wanted to hire children of employees to be our summer students, as we wanted to support the employee's kids, and indirectly, support the employees financially by employing their kids. The kids who applied were deserving of the opportunities and financially, many of their families needed the money. But then the requests "from above" would come in, and we'd end up filling ALL of the positions with distant relatives of senior employees or even filling the positions with children of senior people from other banking institutions. The kids who got the jobs certainly did not need the money, gave major attitude (had to have all kinds of time off to go to their CEO/VP/Chairman parent's Muskoka cottages etc.) and were unappreciative and not the greatest employees. And this happened every summer, just a different batch of kids and a fresh pile of nepotism all around. Generally speaking, "relationship hiring" was rampant when I worked in that industry, but because this issue involved teenagers, it made me wild.
195.	Only once - where I believed the requester was putting themselves into a conflict of interest situation, and even after discussing with them, they still proceeded. As for all the personal information requests I receive - although there are many I always refuse - and feel completely comfortable doing so.
196.	Our VP Sales was having a romantic relationship with one of his direct reports. I was being lied to by him and our boss (we both reported to the President). My boss and the VP Sales were lying to me (although they knew that I knew - because I informed them of some witness and complaints from his other direct reports) to try and get me to help them cover up. That same VP Sales also tried to hire his girlfriend's best friend and brother (at her urging); I confronted them and refused to hire them. He was verbally abusive and derogatory toward me. In the end, I reported both him and my boss to the VP HR. The VP Sales was forced to come clean on his relationship, and she lost her job.
197.	Over an interview competition that was scored and the department did not want to hire the candidate that scored the highest, they asked for changes and I asked for them to justify the changes, since they could not, the scores were not changed.
198.	Pay someone under the table to avoid tax deductions.
199.	political influence in jobs posted ask to ignore policy and action something raised an issue where I believed and was told by staff to be a poisoned workplace and was taken to task by an executive member for raising it
200.	Prepare letters of employment for non existent employees - small company. Turn a blind eye to health & safety legislation - smoking policy - international premium car manufacturer (Cdn retail/wholesale division). Prepare employer documentation to bring a contact employee into Canada on the pretext of a visit when they were actually working illegally - Cdn major engineering firm.
201.	President of small Company - not dealing with harassment of workers

202.	Previous boss now gone wanted it done his way and if it wasn't my career would be in serious jeopardy
203.	Prior to my hire, a unionized employee was terminated for not accepting modified work for a work-related injury. When I started with the company, I was expected to convince WSIB that the company had not violated WSIA, as well as convince the Union that the 3rd step grievance filed as a result of the termination, should be withdrawn.
204.	Process an application for my direct supervisor's son for a position in our location that would be considered a conflict of interest
205.	RE: the above question about falsify a document, it was an employee who asked me to do this so I was quite comfortable saying NO WAY!!! I was not coerced into doing it.
206.	Received quite a bit of pressure on safety items especially on a work refusal. Get pressured to reveal why an employee(s) is off work (what is their medical condition)
207.	Recently I was providing HR Consulting to a company owned by an acquaintance I went to University with. On a random day he called a department meeting for his sales team. I was invited to attend if I wished, out of curiosity I attended and at the meeting he proceeded to tell the sales staff that their pay structure was changed effective immediately. The staff of course were up in arms immediately with "you can't do that etc." An argument ensued. He then turned and asked me a question to which I replied "Yes, they are correct you can not do that....what you can do is provide these employees the proper notice that their pay structure is changing." He then mad a disparaging comment to me. At which time I and other permanent employees packed our things and walked out. I let him know that what just happened was unprofessional and my reputation as an HR professional and CHRP are important to me and I can not be a part of bad decisions such as the one just made.
208.	Recently my VP suggested that we should ask police to stop a criminal investigation against an employee we fired for theft. He received pressure from the GM to drop the investigation. The decision to involve police was made jointly by me and the VP. The GM has been adamant there should not be police involvement which has only strengthened my resolve to have the investigation continue. It has proceeded, but mainly because the police were reluctant to cease the investigation. This has caused me to consider searching for alternate employment given the VP began waffling on his initial decision under pressure by the GM (his direct report).
209.	Recruiting constantly while watching others get kick backs from agencies etc.
210.	Recruitment - hiring selection. Investigation for a bullying case - pressure to discipline the complainant.
211.	Re-hiring a previous employee as an independent contractor
212.	release of information
213.	requested to hire employee relatives as summer help
214.	Requested to hire someone that was not qualified for the position
215.	Retained an employee that had explicitly and repeatedly committed sexual harassment despite company policy stating that proven sexual harassment is grounds for immediate dismissal. Employee was a key

	contributor and a friend of the president.
216.	Senior exec was friends with another employee, they were going on a trip together and the employee submitted a business travel claim for the trip - I refused to approve it and was pressured considerably to do so.
217.	Several years ago I was instructed not to forward the results of an exit interview up to senior levels in the organization - this exit interview reflected very poorly on the professionalism of a manager. The Company has since adapted a process which sees all exit interview results reviewed at the vice president level.
218.	Several years ago I was told to turn a blind eye to the fact that the plant manager (who was American) employed his son in the facility (who was not legally eligible to work in Canada). I was instructed to do so by the VP Human Resources.
219.	Sexual adventures of one of the senior managers caused a problem as I was expected to remain quiet about them as his spouse also worked at the company. I was told to stay out of their business and say nothing even though the affairs occurred at the workplace in his office and was common knowledge.
220.	Some employees who work on a casual, part-time basis have been given work for our customers who have offices in the U.S. The employee crosses the border without a work visa and declares they are attending rather than facilitating a training session. I will not counsel them to do this and have made it clear they cannot do the work in the U.S. however the work is scheduled by another department. I have brought this to the attention of my manager who is on the senior leadership team. I also process payroll so am involved when paying for the work done in the U.S.
221.	Support VP's position on issue I knew to be contrary to legislation.
222.	Tell someone that they would get EI, when it is not my decision to make.
223.	Temporarily layoff employees that you have no intention of bringing back don't want to pay them severance and are hoping that they will find another job. Firing Directors for cause when there is no cause--just don't want to pay severance. Having different rules for men and women and you are the only women with no one to go to for resolution
224.	Terminate a person with a disability or terminate someone who questions and may disagree with the boss sometimes, particularly on ethical matters.
225.	TERMINATE AN ACTING FOR AN INNOCENT EMAIL ACCIDENT.
226.	Terminating employees without reason.
227.	Termination of employment cases. President/owner using HR to coercing management to do certain things Coercing HR in the recruitment process for open positions
228.	The COO actually hired someone to do another employee's position, and the person started, without him telling the incumbent he was firing her! He wanted me to do it, but I told him it was his decision and he had to deliver the bad news with a very good package!
229.	The expectations to turn a blind eye to health & safety violations are common.

230.	The incident concerned Family Day (thanks Dalton!) Our company already provided 9 holidays because we observe Civic Holiday. We discovered that a number of our primary customers were not observing Family Day because they had 10 or more holidays that they designated as replacing their Family Day obligation. We cannot be closed while our customers are working. After a month of deliberation, the shareholders took the position that they would redesignate August 4th as our Family Day observance. In fairness, the economic impact would have been onerous. The employee's were expecting the holiday, many of them had made plans and I was put in the position of writing a memo defending the shareholder's position a mere 3 days before the holiday weekend. Anyone who took the day off to be with their family on Family Day, had to use a vacation day to do so. While our position was not unique, no one in the Ministry of Labour would confirm or deny that this approach was legal. Technically, we did not provide a greater benefit under ESA and certainly, the new holiday did not improve our employee's family life. Even if it was legal, it didn't fulfil the intent of law and therefore, was ethically questionable. Moreover, I have little hope that the situation will be any different next year.
231.	The situation was such that I was asked to sign a document that would authorize someone to a payment that I felt they were not entitled to. I refused to sign the document and the person threatened to go to my manager. I told them that they could go ahead and they did. The manager signed the authorization and no one has found out about what happened. The manager told me, "it happens all the time" and "Get with the program". I left a few months later for another department and no one have asked me to do something like that again.
232.	The worst thing is that I was an HR manager and I felt coerced by the VP HR...
233.	There are always situations (in any profession) where people are asked to compromise their integrity or professional conduct. It is all in the way you handle it. Just because someone asks you to do something, does not mean you are legally forced to do so. At the end of the day you need to be satisfied in yourself, and if that means you need to find somewhere else to work, so be it. Also, just because it is asked of you by your company, it does not always mean that is what they expect or even want you to do - sometimes it is a test to see how far you will go to please someone, even if it might put yourself or even the company in potential legal dangers.
234.	There are times when Operations will do whatever is necessary to satisfy the customer and ask HR to turn a blind eye on a particular situation. This is also driven by bottom line results as well.
235.	There was a hiring situation for a senior position where the qualifications were clearly outlined. One of the candidates, who happened to be favoured by the President, clearly did not meet the qualifications and so the hiring committee, which included me, screened him out. However, we recommended he proceed with a First Round interview for career development purposes and this was agreed to by the President, who was part of the 2nd Round Interview Panel. Again, after the first round interviews, the Panel, which included me, screened this individual out and gave specific feedback to the President as to why. However, the President included him in the 2nd Round interviews in any event, and eventually hired him. I left the company 11 months later as this was the first of many situations where my decisions, recommendations and feedback were undermined.
236.	There was a situation where police reference check confidentiality policies and guidelines were being breached. Also, within this same organization, there were unfair labour practices where new employees were hired at an agreed-upon hourly wage only to receive a much lesser amount on their first paycheque, with a mention that a probationary/training period had to first be served however the individuals involved never did receive the original agreed-upon amount. Finally, there a case where an employee was told by the head of the organization that they would receive payment for attending a staff meeting (as was

	customary for all employees) only later to be told otherwise.
237.	There was a time when I was asked to report monies earned in one period and report it in another on a ROE to avoid further waiting time from EI. I refused, and said that I would not be a part of it, and I was not!
238.	This has happened to me frequently. The last was having my boss tell me to re-hire her cousin who had been terminated (she was not my boss at the time) as a result of his harassment of another employee which resulted in him being incarcerated and pleading guilty to a number of charges, including arson.
239.	This occurs in respect to duty to accommodate employees. The business needs don't meet the employee's needs and the business wants to win in the struggle.
240.	Though I have responded above a couple of times as "it happens from time to time", I want to clarify that though I have been "asked", I do not follow through and I provide valid (legislative, professional and ethical) reasons as to why I will not follow through with the request.
241.	To allow salaries to go through above the job classification level. I refused and brought the information forward to the President.
242.	Today I was asked by a co-worker to engage in unethical behaviour by screening out applicants due to age and sex. It is something I am hearing more often now but I refuse to fall into this trap. This is especially disappointing because I fall into a designated group.
243.	Told to hire someone because they were a visible minority. was not in the top candidate pool following interviews
244.	Too numerous to outline.
245.	Treating some employees differently when they made a crucial mistake because we did not want to upset their Manager who was a key employee
246.	Turn a blind eye to scandalous behaviour that led to unethical business practices. As being told to turn a blind eye, I escalated the matter up the chain of command after which I was singled out for "different treatment" and told that point of view was impeding business and could result in a career change. I finally left with a package.
247.	Turn a blind eye, when principal revealed confidential information, over a couple of glasses of wine.
248.	Two situations come to mind: 1. CEO smoked cigars in the office, and would not stop when we asked him, and were forced to hire an exec assistant who would tolerate his behaviour; and 2. offered an employee a severance package that was less than fair market value, based on common law, as mgmt preferred to offer a minimal package and wait to see if the employee would sign it or complain (and sue) before considering offering more.
249.	Two standout, one was to pay a person that was not at work and the second was to discipline and fire some one who was sick.
250.	Usually dealing with requests for additional information (confidential information) regarding disability claims of employees. Information pertaining to recruiting; i.e. who applied, salary, etc.

251.	Was asked by a VP to lie (he threatened someone in front of me and then tried to bribe me into saying that he did not threaten the employee).
252.	Was asked by CFO & Sr. Leaders to include discriminatory questions in our on-line application system as well as during the interview process. I said that I could not, gave reasons why, and was told that it wasn't an option.
253.	Was asked to report different numbers to make a company look better.
254.	Was asked to speak to an employee from another Division (and opposite sex) about their inappropriate dress/attire in the office.
255.	Was involved in a dispute resolution as mediator. Two persons involved, plus union representation. Information revealed in that meeting by one person, which was revealed confidentially as a way to resolve the situation, was taken out of context by the other party and used to file and distort harassment/bullying claim. The person who was honest has been put into a very difficult situation, and the union is backing their "favourite" person, and I have been powerless to undo this damage.
256.	Was told to reprimand an employee following a complaint of harassment from another employee. Investigation found no evidence of harassment but as complainant was friendly with the executive, I was told to reprimand the employee anyway.
257.	We had a budget for increases in a non-union environment. The employees were negotiating their annual wages and benefits. Our Director of HR did not want to share the budget with the employee group so they could best allocate the funds to areas they felt were priorities. This dragged the process on unnecessarily long as the employee group was left continuously guessing what might be considered acceptable. If we had given them the figure to start, we would have been working towards a win-win situation. Instead the process dragged out and the employee's frustration level increased.
258.	We have a managerial employee who made threats against other management level employees and acted very disrespectful and insubordinate. I strongly voiced my opinion that this Manager be let go because of the harassing nature of his behaviour, because this Manager is close with the President the Managers were asked to give him another chance, and look the other way. This situation lowered the moral of the entire Management Team, and has me looking for a more ethical workplace.
259.	We implemented an anti-nepotism policy at the request of our GM and then were expected to include/exclude family members such as aunt, brother-in-law. As well, we take advantage of people by offering only contract work with no benefits vs. full time with benefits.
260.	When a manager decided to bend the rules of the agency, violated company practices as well as neglecting to abide by the rules of the collective agreement, my director was notified of this, and did not do anything about it, just sided with the manager and told me that nothing could be done regardless of the fact that it was a strict violation of policies. Even our consulting company had agreed that such practice should not be followed, but regardless of what I said, it was done anyways. The employee did not like what hr had indicated to them when asked for information, and had their respective manager over ride the decision.
261.	When asked to hire "wrong" person and to terminate someone without grounds.
262.	When dealing with attendance - the manager will speak with the HR manager and they will not enforce the policy even though I have no medical evidence that would confirm the need for all the absence. I believe if

	we do not enforce the policy why do we have one.
263.	When funding for our organization was cut we were forced to charge wages and benefits to a particular program because funding was available even though staff had not worked in that area.
264.	When I first became Manager, I wasn't confident in my convictions and a Senior Executive did not want me to put a hiring policy in place that I felt should have been because it would promote fairness and equity among employees. We did not put the policy in place. However, after a few years, and more confidence, the policy has been implemented.
265.	When I was in the automotive industry is when I was asked often to turn a blind eye to behaviour I would have questioned.
266.	When recruiting for bartender positions, I was asked to only hire 'attractive blondes' and forward them to the Senior Managers to interview. I hired very attractive women but with the least qualifications. Due to their looks, the Sr. Mgr authorized their hire. When we received complaints about the service, I was asked why they were failing to succeed; I explained that the more qualified applicants were simply not as attractive. The Sr Mgr requested to interview my 'B' list and was far more open to the selection of applicants.
267.	While I was an HR Manager at another manufacturing company, A new General Manager who was an American asked me to perform some tasks that were against the Employment Standards Act, and I refused to do so and therefore resigned from the Corporation
268.	While this has come up in the past in previous organizations, I am comfortable enough to challenge the issue and have refused to follow through. I live by my values which include these types of situations.
269.	While working for a manufacturing company a few years ago I was expected to turn a blind eye to safety and human rights issues. I spent many hours with the President explaining why we could not do something or had to do something within the law. He accused me of being a by the book person. He thought it was an insult but I felt complimented. If you stick to your own personal ethics you should win all the time. If they let you go for being ethical a great weight will be lifted off your shoulders. Never let someone sway you from what you know is right even if they pay your wages. It isn't worth the guilt you will feel.
270.	why someone was fired from the organization, salary information, restructuring plans
271.	With the unethical issues information / hiring I have been asked but in most cases I have said No. I have long held that there are companies that you cannot practise ethical behaviour and remain employed. At the end of the day, the company is far better off being ethical to maintain credibility and long term relationships.
272.	Withholding final pay from worker fired under suspicion of theft.
273.	Working for a company which 'leased' employees the benefit entitlement could vary depending on the company policy to which they were leased.
274.	Working for a consulting firm, I've seen the 'padding' that goes into some client's invoices. I then have to defend the firm to the client when they question the amount charged. I've also been told it's okay to use work that has been completed by someone else (outside the firm) in order to benefit our firm.

275.	Working for a US organization who has very limited knowledge and seemingly, no respect for the Canadian laws and practices is a new experience for me and I have answered these questions in line with this situation only - prior employers, Cdn or US-owned, has never been a problem.
276.	Working in a Christian environment helps!
277.	Yes - there was a double standard between what HR was allowed to do and the expectations of the rest of the organization. Do as I say, not as I do.
278.	Yes when I was told not to hire someone because my boss wanted me to hire someone else and I struggled with what to do but in the end I hired the person that was best qualified (the one he didn't want). Also, my manager pulled me into a conference room (tricked me) asked me to help him write some of the review of one of our senior leaders in our office, which he should never have done, as I was their peer and actually they were higher up than I. I pretended to be busy and eventually he did it himself.
279.	Yes, I have witness people higher up to make false statement to government agencies.
280.	Yes, I was asked to write a letter about a non-resident of Canada so that she could obtain health coverage for her family.
281.	Yes, I was once asked to provide input regarding the competency of someone to whom I partially reported, the president of a division. The information was to be given to the global head of the division, along with my input regarding the competency of the presidents of several other divisions. It was a difficult position since I was reporting to this particular person for certain aspects of my job.
282.	Yes, I was pushed to terminate a pregnant employee. I was terribly uncomfortable with the situation. When it became obvious they weren't going to back down, I asked for additional funds for the termination package, which they also refused. In the end, they ended up paying the exact amount I asked for, but not before lawyers became involved.
283.	Yes, lie about our safety record
284.	Yes, mostly they have to do with corporate policies that I don't agree with and don't see how they serve employees in a fair manner.
285.	Yes, taking part in a constructive dismissal of an employee who did not deserve to be dismissed.
286.	Yes, the company asked that I make adjustments on behalf of others
287.	Yes, then told I was not being professional because I did not agree that management should know every confidential thing employees say - often about their personal lives not work related.
288.	Yes, we had a situation regarding a taxable automobile allowance. I was asked to put it through payroll as a non taxable payment. When I advised I could not do that, I was told to put it on a manual cheque and not through payroll.
289.	Yes, working for a bully Senior Executive that called in one of my colleagues (both of us reported to him) and had I discipline him under the guise that I was HR...It was humiliating and degrading for my colleague.

290.	Yes-each day that I manage a US based business that do not understand the laws and HRC in Canada....
291.	Your questions are odd in that you offer no option between being asked and saying "no". In my instances, I said no and prevailed. Also, you may want to note your spelling in the opening sentence of your instructions. It's "toe" the company line I believe.