

A Tippy Construction Worker

As a project manager for ABC Construction Company you oversee projects and delegate jobs to workers. You're behind schedule for building a new office complex due to several delays. The project's deadline is in two weeks and the contract stipulates that your construction company will have to substantially compensate the tenant for every day after the deadline the project remains unfinished. In order to come close to finishing on time, everyone is scheduled to work from 4 a.m. to 9 p.m. the next fourteen days. This means a lot of extra pay for the crew, which most of them can use.

Seven days into the new extended schedule Tippy, a dry-waller, shows up at the construction site still somewhat drunk from the previous night of partying. Tippy usually does the work of two men, but today he keeps spilling his mud tray, bumps into other workers, and acts belligerent. You could send Tippy home, but then you'll be further behind schedule. In addition, you sent Tippy home four days ago for the same reason. Company policy requires that an employee be dismissed if sent home twice within one week for inebriation, but it'll take two days to hire another qualified dry-waller. On the other hand, if you allow Tippy to keep working you could be sued if an accident occurs.

What would you do?

1. Send Tippy home?
2. Keep Tippy on the job?

Why?

If you responded "Send Tippy home" what would you do if:

- A. He was married to your sister, who depends on his salary?
- B. Other workers will have nothing to do while you try and hire another dry-waller?
- C. You had been out drinking with Tippy last night, though not as hung-over?

If you responded "Keep Tippy on the job" what would you do if:

- A. Tippy hurt himself?
- B. Other workers refuse to work with Tippy?
- C. Tippy destroyed a part of the project, causing a further delay?