

When HR Wears Five Hats - Role and Conflict Mapping Exercise

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Part One: Map Your Current Structure

For each function, identify the current owner, the backup, the reporting relationship, any potential conflict, the trigger that would require reassignment, an available outside resource, and one needed improvement.

Function	Current owner	Backup	Reporting relationship	Potential conflict	Reassignment trigger	Outside resource	Needed improvement
Employee relations							
EEO							
Title IX							
ADA and Section 504							
Investigation							
Supportive or interim measures							
Findings							
Corrective action							
Appeal							
Student conduct coordination							
Vendor management							
Prevention and training							

When finished: mark your two most significant vulnerabilities with a star. Be ready to share one significant conflict or structural risk and one practical solution.

Part Two: The 32-Page Complaint

The scenario. A classified employee submits a 32-page complaint that appears to be AI assisted. It names four supervisors and an HR analyst, and alleges sexual harassment, disability discrimination, retaliation, bullying, payroll errors, failure to accommodate, and violations of several federal and state statutes, with many allegations repeated under different legal headings. The employee asks that a supervisor be removed immediately and that all communications occur through HR. The vice president of HR also serves as the Title IX Coordinator and ADA Coordinator. The named HR analyst normally manages complaint intake. The college’s regular investigator reports to the vice president.

Each table answers:

1. What requires immediate attention?	2. What factual clarification is needed?
3. Which institutional processes may apply?	4. Who should coordinate the matter?
5. Who should not participate?	6. What can remain internal?
7. What should be outsourced?	8. What should the first communication say?
9. How should the allegations be organized?	10. What deadlines or status dates should be calendared?