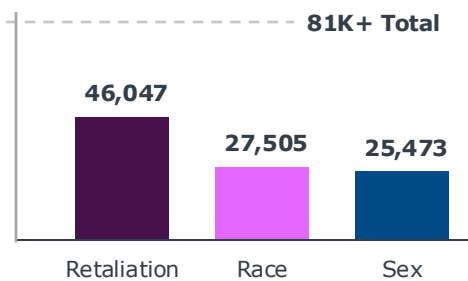# Smart Crisis Management: Address More than the Immediate Risk

A surge in discrimination, harassment, or performance complaints about a specific employee or group can quickly escalate into an employee relations crisis. If mishandled, these crises can lead to lower productivity, retention, or market perception—especially if those same issues continue to resurface.

Top 3 Categories of Employee Complaints
Complaints Received by EEOC in 2023

81K+ Total

Category	Count
Retaliation	46,047
Race	27,505
Sex	25,473

52% of employers were exposed to workplace harassment or misconduct
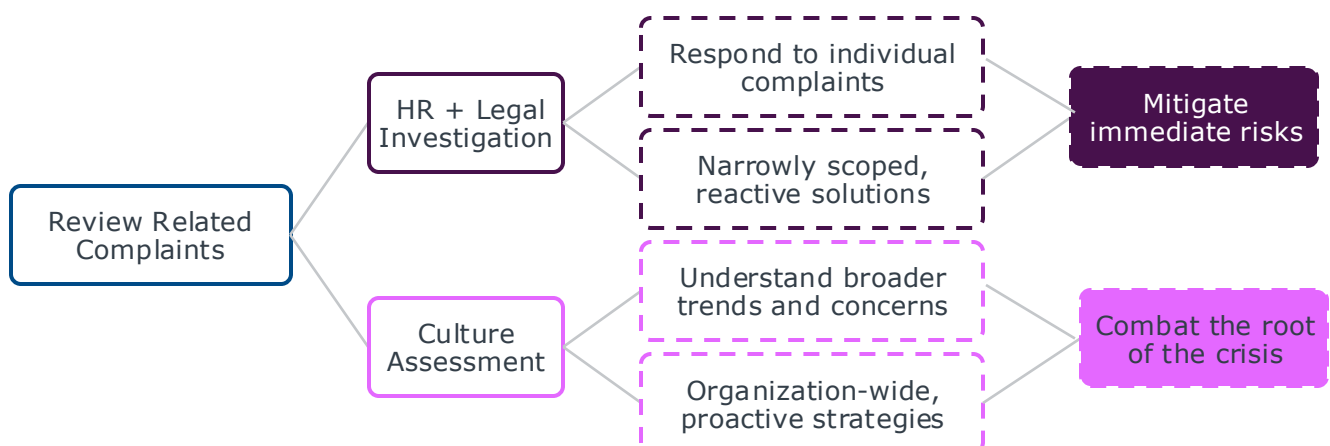
42% of inappropriate workplace behaviors were not reported last year

57% of employees cited harassment or misconduct as the reason they left or a factor in their decision

Creating Lasting Change Requires More than Legal Action

A legal approach to managing an employee relations crisis is necessary, but it doesn't get to the root cause of underlying cultural factors. Beyond witness interviews and document requests, HR departments have a unique opportunity to assess the broader workplace climate and create an infrastructure for sustainable change.

Take a Dual Approach to Navigate Urgent Employee Relations Complaints

Review Related Complaints

HR + Legal Investigation
- Respond to individual complaints
- Narrowly scoped, reactive solutions
→ Mitigate immediate risks

Culture Assessment
- Understand broader trends and concerns
- Organization-wide, proactive strategies
→ Combat the root of the crisis

Sources: "Enforcement and Litigation Statistics," U.S. Equal Employment Opportunity Commission, September 3, 2024; "2023 Workplace Harassment & Employee Misconduct Insights," HR Acuity, July 30, 2024.

seramount.com

Seramount Can Help You Avoid Future Crises

Seramount's Employee Voice Sessions (EVSs) assess root-cause issues and help identify strategic interventions to develop the infrastructure to sustain long-term change.

Address Root Cause by Listening Differently with Employee Voice Sessions (EVSs)

Creates psychological safety with anonymous, online focus groups

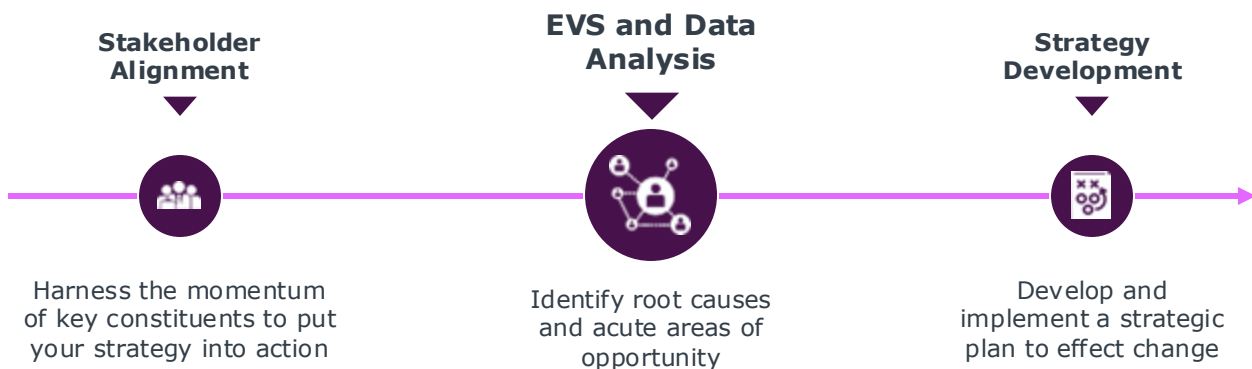Gathers rich data in an engaging and solutions-oriented forum

Delivers an authentic portrait of employee experiences

The Power of Engagement Surveys Combined with the Intimacy of Focus Groups

	Engagement Surveys	Focus Groups	Employee Voice Sessions
Anonymity	✖ Uncertain anonymity	✖ Not anonymous	✔ Complete anonymity, provides psychologically safe environment
Completeness of Methodology	✖ Quantitative	✖ Qualitative	✔ Quantitative and qualitative with thematic findings
Depth of Insight	✖ Low: you get what you get/inability to follow up	✖ Low: inability to collect quantitative data	✔ Live moderation and facilitation for "second order questions"
Reach	✔ Wide reach	✖ Narrow reach	✔ Wide reach
Personalization	✖ Cannot personalize	✔ Can personalize	✔ Personalization at scale
Synthesis and Insight Generation	✖ Heavy lift by talent teams; hard to distribute and act on	✖ Synthesis possible but anonymity and scale limitations reduce impact	✔ Executive reports and synthesis driving to actionable intelligence

A Three-Part Process to Create Sustainable Culture Change

Stakeholder Alignment

Harness the momentum of key constituents to put your strategy into action

EVS and Data Analysis

Identify root causes and acute areas of opportunity

Strategy Development

Develop and implement a strategic plan to effect change

Capture unparalleled and unfiltered insight into the perceptions of your workforce to identify levers for building a culture of trust and transparency. Learn more or schedule a call with an expert at **seramount.com/solutions/assess360**.