# KNOWING WHEN TO CONSULT HR

**Here's a quick guide for when to loop in HR and when legal guidance behind the scenes might be the right move.**

**Involve HR Immediately When...**

- You're addressing a performance concern or planning formal coaching
- There's a potential disciplinary action, suspension, or termination
- An employee raises a concern about harassment, discrimination, or retaliation
- You receive a request or question about FMLA, ADA accommodations, or other leave
- Someone reports a safety issue, threat, or workplace conflict
- You need help interpreting or applying a company policy or handbook provision
- An employee is not meeting expectations and documentation has begun
- You're unsure how to document or respond to a behavioral or attendance issue

**Consider Involving Legal (Quietly) When...**

- There are legal risks or high sensitivity (e.g., a protected class issue or retaliation concern)
- You're dealing with a termination involving performance, conduct, or a protected leave
- There's potential overlap between FMLA, ADA, or workers' comp laws
- You need to review or revise documentation, notices, or employee communications
- The employee has mentioned a lawyer or legal action, even casually
- You're unsure how to proceed and want to prevent missteps before they happen

*Legal doesn't have to be front-and-center—we often work in the background to support HR, protect the organization, and ensure policies are applied correctly.*

**Remember: Early Conversations = Better Outcomes**

Bringing HR in early provides structure, consistency, and support. Adding legal guidance ensures decisions align with the law—and reduces the risk of needing defense later.

At Eckberg Lammers, P.C., we're here to help organizations make smart, timely decisions that support both people and policy.

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