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What is the problem? The entire case involves one of the most common problems encountered in the Human Resource (HR) department. It concerns about the issue of payment or wage in return of the service provided by an employee to a company or a firm. There was a sudden shift of change policy when it comes to this aspect, and so here where the real problem started. The real problem is that the HR department and the concerned employee will need to present their individual views, but the two sides require that the views they present must be heard or should be the one to be implemented.   
How are you representing?   
As one with potential background in the human resource, I think I have to integrate the idea or the involvement of actual concepts in the HR policies and the sophisticated knowledge on how to resolve human resource-related conflicts, particularly on the ground of consideration of individual interests.   
What are the issues?   
One issue is the actual concern of the validity of the policies involved in the HR department, from the start until at present. There seems to be a significant change in this policy and this is a remarkable issue that needs to be closely considered, because it also concerns potential individual interests, both from the point of view of the employee and the firm. Another important issue is the legality of the prevailing action performed or initiated by the new HR management. This leads further to the actual issue of finding resolution for this issue, in order to ensure both parties are at least meeting half way.   
What is the interest?   
There is an actual conflict of interests as depicted in the main problem of the case. On the part of the HR department, the interest is in favor of the company, and on the side of the employee, the interest is in finding how he could substantially be compensated with his actual service and qualification. These are common interests within an organisation that employs human resource for profitable gain on the part of the company and on the part of the employee. On the part of the HR department, it seeks to implement policy that will substantially cover the need of the company to control or cut cost and even ensure profit. This is not usually the actual case among employees, as showcased in the case of John Cooley. He wants to be compensated fairly, as based on the previous policy implemented and his prevailing actual qualification in the company.   
Other important things   
There are other important things that the case showed. One of them is the issue of the actual leadership of the new HR management. This is integrated with how she substantially implements policy in a way that will provide the opportunity to be more civil or legit to consider especially on the actual concerned personnel. Another consideration is the opportunity to legally resolve conflicting views or stand concerning the prevailing or previously existing policies.