



CAREER CLUSTER

Business Management and Administration

CAREER PATHWAY

Human Resource Management

INSTRUCTIONAL AREA

Human Resource Management

HUMAN RESOURCE MANAGEMENT EVENT

PARTICIPANT INSTRUCTIONS

PROCEDURES

1. The event will be presented to you through your reading of these instructions, including the Performance Indicators and Event Situation. You will have up to 10 minutes to review this information to determine how you will handle the role-play situation and demonstrate the performance indicators of this event. During the preparation period, you may make notes to use during the role-play situation.
2. You will have up to 10 minutes to role-play your situation with a judge (you may have more than one judge).
3. You will be evaluated on how well you meet the performance indicators of this event.
4. Turn in all your notes and event materials when you have completed the role-play.

PERFORMANCE INDICATORS

1. Analyze employer expectations in the business environment
2. Assist with establishment of work rules
3. Demonstrate systematic behavior
4. Demonstrate problem-solving skills
5. Show empathy for others

EVENT SITUATION

You are to assume the role of **Human Resource Manager** of **Field & Court Sporting Goods**, a small retail chain of 10 area sporting goods stores. The **Owner** (judge) has asked you to develop a policy and an affirmative action plan for employees to systematically find a replacement when an employee is sick or unable to work.

Field & Court Sporting Goods is a growing retail chain of 10 sporting goods stores located in eight cities around the southern part of the state. The company employs about 250 employees at its corporate headquarters, with approximately 20-25 employees at each store. Depending on the size, each store has 2-3 managers and about 20 other employees that are responsible for sales, stocking, and cashiering. Most of these employees are between the ages of 17 and 27, work in both part-time and full-time positions, and have been employed at the store for less than 5 years.

At a recent managers meeting, store managers have complained that many employees have not been showing up for scheduled shifts. When managers have questioned or reprimanded employees, employees have argued that they had asked someone else to fill the shift, and they did not know why they never showed up to cover shift. Other managers have said that they believe employees that cannot find replacements when they have other obligations are just calling in sick at the last minute forcing the managers to fill their shifts. Managers have also said that employees complain about the inability to find replacement workers for shift conflicts. Every store handles the situation a little differently, but many managers agree that some employees take advantage of the managers because of the lack of consequences.

Currently, the company has an unwritten rule that if an employee cannot work a shift because of a conflict or illness, it is the employee's responsibility to find a replacement. Employees are expected to call other employees outside of work or find replacements during breaks of current shifts. Many employees are engaged in high school activities or other obligations so a great deal of time is spent seeking replacements. Many managers admit that they have been picking up the slack for employees who can't find replacements or don't even try.

Managers have requested a systematic plan that will be consistent from store to store and backed up in the employee manual. They would like the plan to include resources that would be beneficial to the employees and the company. The plan should also include consequences that are consistent from store to store. The owner (judge) would like you to develop a policy and an affirmative action replacement plan that will work more effectively than the current plan.

You will explain your policy and affirmative action replacement plan to the owner (judge) in a role-play to take place in the owner's (judge's) office. The owner (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have explained your policy and plan and have answered the owner's (judge's) questions, the owner (judge) will conclude the role-play by thanking you for your work.

JUDGE'S INSTRUCTIONS

DIRECTIONS, PROCEDURES AND JUDGE'S ROLE

In preparation for this event, you should review the following information with your event manager and other judges:

1. Procedures
2. Performance Indicators
3. Event Situation
4. Judge Role-play Characterization
Participants may conduct a slightly different type of meeting and/or discussion with you each time; however, it is important that the information you provide and the questions you ask be uniform for every participant.
5. Judge's Evaluation Instructions
6. Judge's Evaluation Form
Please use a critical and consistent eye in rating each participant.

JUDGE ROLE-PLAY CHARACTERIZATION

You are to assume the role of the **Owner** of **Field & Court Sporting Goods**, a small retail chain of 10 area sporting goods stores. You have asked your **Human Resource Manger** (participant) to develop a policy and an affirmative action plan for employees to systematically find a replacement when an employee is sick or unable to work.

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At a recent managers meeting, store managers have complained that many employees have not been showing up for scheduled shifts. When managers have questioned or reprimanded employees, employees have argued that they had asked someone else to fill the shift, and they did not know why they never showed up to cover the shift. Other managers have said that they believe employees that cannot find replacements when they have other obligations are just calling in sick at the last minute forcing the managers to fill their shifts. Managers have also said that employees complain about the inability to find replacement workers for shift conflicts.

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Managers have requested a systematic plan that will be consistent from store to store and backed up in the employee manual. They would like the plan to include resources that would be beneficial to the employees and the company. The plan should also include consequences that are consistent from store to store. You would like your human resource manager (participant) to develop a policy and an affirmative action replacement plan that will work more effectively than the current plan.

The participant will explain his/her proposed policy and affirmative action replacement plan to you in a role-play to take place in your office. You will begin the role-play by greeting the participant and asking to hear about his/her ideas.

During the course of the role-play you are to ask the following questions of each participant:

1. How will your plan eliminate the disruption of no-show employees and the constant seeking of replacements each week?

Possible answers:

- *Employees that switch shifts will need to acknowledge change in writing at least two days prior to the shift and be approved by a manager. If an employee fails to show up, replacement will be suspended.*
- *The schedule will be prominently displayed in the store lunch room a week in advance and employees will need to initial that they are aware that they are scheduled to work. If they have a conflict, they need to notify the manager right away to seek a replacement. A replacement request will be posted on the board. Individuals will get incentive points for picking up extra shifts.*
- *Employees will need to request days off two weeks in advance or will be responsible for any scheduled shifts. If he/she is sick, a doctor's excuse is required.*

2. How will your policy deal with non-compliant employees?

Possible answers:

- *My policy will clearly state that employees who fail to follow the policy will be given one warning after which, they will be terminated.*
- *My policy acknowledges that emergencies arise and non-compliance will require a doctor's excuse.*

- *My policy will not tolerate non-compliance. It will be clearly stated in writing and in orientation of the plan, that employees that fail to follow the system of locating a replacement will be terminated.*
 - *The policy will outline various exceptions to the employee replacement and will define how discrepancies between the scheduled and perceived replacement will be handled to prevent problems in the future.*
3. How will you prevent conflict when a miscommunication arises and a shift goes unfilled?
- Possible answers:
- *All employees are required to complete shift change slips and get them signed by a manager 24 hours prior to scheduled shift to assure that everything is in writing and filed.*
 - *All changes must go through a manager to assure that shifts are covered.*
 - *All shift scheduling and changes are done electronically and send alerts to managers in an on-going way. This allows employees from various stores to help pick up shifts.*

Once the Human Resource Manager (participant) has explained the proposed policy and affirmative action replacement plan and has answered your questions, you will conclude the role-play by thanking the Human Resource Manager (participant) for the work.

You are not to make any comments after the event is over except to thank the participant.

JUDGE'S EVALUATION INSTRUCTIONS

Evaluation Form Information

The participants are to be evaluated on their ability to perform the specific performance indicators stated on the cover sheet of this event and restated on the Judge's Evaluation Form. Although you may see other performance indicators being demonstrated by the participants, those listed in the Performance Indicators section are the critical ones you are measuring for this particular event.

Evaluation Form Interpretation

The evaluation levels listed below and the evaluation rating procedures should be discussed thoroughly with your event chairperson and the other judges to ensure complete and common understanding for judging consistency.

Level of Evaluation	Interpretation Level
Exceeds Expectations	Participant demonstrated the performance indicator in an extremely professional manner; greatly exceeds business standards; would rank in the top 10% of business personnel performing this performance indicator.
Meets Expectations	Participant demonstrated the performance indicator in an acceptable and effective manner; meets at least minimal business standards; there would be no need for additional formalized training at this time; would rank in the 70-89 th percentile of business personnel performing this performance indicator.
Below Expectations	Participant demonstrated the performance indicator with limited effectiveness; performance generally fell below minimal business standards; additional training would be required to improve knowledge, attitude and/or skills; would rank in the 50-69 th percentile of business personnel performing this performance indicator.
Little/No Value	Participant demonstrated the performance indicator with little or no effectiveness; a great deal of formal training would be needed immediately; perhaps this person should seek other employment; would rank in the 0-49 th percentile of business personnel performing this performance indicator.



HUMAN RESOURCE MANAGEMENT, 2015

Participant: _____

JUDGE'S EVALUATION FORM
DISTRICT EVENT

I.D. Number: _____

INSTRUCTIONAL AREA: Human Resource Management

Did the participant:

Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations	Judged Score
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PERFORMANCE INDICATORS

		0-1-2-3-4-5	6-7-8-9	10-11-12-13	14-15-16	
1.	Analyze employer expectations in the business environment	0-1-2-3-4-5	6-7-8-9	10-11-12-13	14-15-16	
2.	Assist with establishment of work rules	0-1-2-3-4-5	6-7-8-9	10-11-12-13	14-15-16	
3.	Demonstrate systematic behavior	0-1-2-3-4-5	6-7-8-9	10-11-12-13	14-15-16	
4.	Demonstrate problem-solving skills	0-1-2-3-4-5	6-7-8-9	10-11-12-13	14-15-16	
5.	Show empathy for others	0-1-2-3-4-5	6-7-8-9	10-11-12-13	14-15-16	
6.	Reason effectively, use systems thinking, make judgments and decisions, and solve problems?	0-1-2-3	4-5-6	7-8	9-10	
7.	Overall impression and responses to the judge's questions	0-1-2-3	4-5-6	7-8	9-10	
TOTAL SCORE						