



**CAREER CLUSTER**

Business Management and Administration

**CAREER PATHWAY**

Human Resources Management

**INSTRUCTIONAL AREA**

Human Resources Management

**HUMAN RESOURCES MANAGEMENT SERIES 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. Use appropriate assertiveness
2. Maintain confidentiality in dealing with personnel
3. Explain standard relocation practices
4. Assist with employee relocation
5. Discuss factors that impact human resources management (e.g., availability of qualified employees, alternative staffing methods, employment laws/regulations, company policies/procedures, compensation and benefit programs, staff diversity, etc.)

## EVENT SITUATION

You are to assume the role of **Director of Human Resources** at **GREENWAY AIR**, a large manufacturer of air conditioning units. The plant manager at one of the seven facilities has expressed concerns with one of the department managers Mr./Miss Corey Fitzpatrick (judge) and has asked you to relocate this individual.

GREENWAY AIR is one of the leading manufacturers of air conditioning units and employs about 3,500 employees worldwide at seven locations. There are roughly 800 professional positions including: department managers in the plant, sales & account managers, engineers, accountants, office staff and others.

The plant manager at the St. Louis plant has met with you and expressed that one of the new department managers, Mr./Miss Corey Fitzpatrick (judge), is not working out. When this individual was hired by one of the other human resource managers, he/she didn't have a lot of experience in manufacturing, but had a lot of potential. He/she was top in their class in college with a degree in marketing management with a minor in channel distribution. This department manager (judge) has shown a desire to learn and commitment to the company, but it does not appear that this individual belongs in manufacturing.

Discussing options, the human resource team and corporate office feels that this individual may be a better fit as a sales & account manager. While he/she has a great personality and people seem to like him/her, plant workers do not respect or listen to this individual and he/she doesn't seem to have the mechanical background to be respected in the plant. On the other hand, because of this individual's knowledge of the product and clientele needs, customer service skills, and financial understanding, a sales & account manager would be an ideal position.

This position is considered a step backward in benefits, pay, and respect, but has potential to grow within the corporate office rather than an individual plant. The other drawback is that this position would require relocation which is very difficult for some. Because the company does not want to lose this individual and cannot keep them in their current position, the corporate office has given you some liberties to help with relocation.

You have traveled to St. Louis and are meeting with the current department manager (judge) in a role-play to take place in the plant conference room. The employee that you are meeting with (judge) does not know why they have been called to meet with you and will begin the role-play by greeting you. After you have convinced this employee (judge) that this move will be a good opportunity for them and the company and have answered the individuals (judge's) questions, you will conclude the role-play by thanking the department manager (judge) for your time.

The student will begin the presentation with an appropriate greeting and purpose of the meeting.

## **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 Gabriel Sanchez, a relatively new department manager in a plant at GREENWAY AIR, a large manufacturer of air conditioning units. The plant manager, at one of the seven facilities, has expressed concerns with you as a department manager and has asked the director of human resources (participant) to meet with you to discuss a different position and relocation.

GREENWAY AIR is one of the leading manufacturers of air conditioning units and employs about 3,500 employees worldwide at seven locations. There are roughly 800 professional positions including: department managers in the plant, sales & account managers, engineers, accountants, office staff and others.

The plant manager at the St. Louis plant has met with the director of human resources (participant) and expressed that you are not working out. When you were hired by one of the other human resource managers, you didn't have a lot of experience in manufacturing, but had a lot of potential. You were top in your class in college with a degree in marketing management with a minor in channel distribution. You have shown a desire to learn and commitment to the company, but it does not appear that you belong in manufacturing.

Discussing options, the human resource team and corporate office feels that you may be a better fit as a sales & account manager. While you have a great personality and people seem to like

you, plant workers do not respect or listen to you and you don't seem to have the mechanical background to be respected in the plant. On the other hand, because of your knowledge of the product and clientele needs, customer service skills, and financial understanding, a sales & account manager would be an ideal position.

This position is considered a step backward in benefits, pay, and respect, but has potential to grow within the corporate office rather than an individual plant. The other drawback is that this position would require relocation, to San Jose, CA, which is very difficult for some. Because the company does not want to lose you and cannot keep you in the current position, the corporate office has given the director of human resources (participant) some liberties to help with relocation.

The Director of Human Resources (participant) has traveled to St. Louis and is meeting with you in a role-play to take place in the plant conference room. You do not know why you have been called to meet with the Director of Human Resources (participant) and will begin the role-play by your greeting.

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

1. Did I do something wrong? Is there something that I can do to be better?
  - a. *Possible Solution: It's not necessarily that you did something wrong. You are just not assertive and experienced enough to lead plant workers that have been in their role for more than 15 years. While it does not change our position that you are not a good fit for this role, there are professional development opportunities that we can offer you to help you with these management skills. You will also learn a great deal with working for corporate managers in our account team in San Jose.*
  
2. This would be a big move for my family and I'm not sure we're ready for such a move. Are there any other options if I don't choose to accept this move?
  - a. *Possible Solution: We just don't see the position at this plant as a fit for you. We will do whatever it takes to make the relocation smooth. Our staff in San Jose will be available to help you find housing and schools. We can also set up a meeting with your spouse to see if there are teaching jobs at a school close by. I think you will find the staff in San Jose very helpful with this transition. I think this position will be your greatest opportunity to find a path that you will succeed in. If you do not want to move to San Jose, I can watch for a sales & account manager position in Atlanta or Boston, but there is no guarantee that anything will be open soon. We would really hate to lose you.*

After the Director of Human Resources (participant) has convinced you that this move will be a good thing for you and the company and has answered your questions, you will conclude the role-play by thanking the Director of Resources (participant) for their time.

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.

<b>Level of Evaluation</b>	<b>Interpretation Level</b>
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 <sup>th</sup> 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 <sup>th</sup> 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 <sup>th</sup> percentile of business personnel performing this performance indicator.



**HUMAN RESOURCES MANAGEMENT SERIES, 2016** Participant: \_\_\_\_\_

I.D. Number: \_\_\_\_\_

**JUDGE'S EVALUATION FORM**  
DISTRICT EVENT

**INSTRUCTIONAL AREA: HUMAN RESOURCES MANAGEMENT**

Did the participant:

Did the participant:		Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations	Judged Score
<b>PERFORMANCE INDICATORS</b>						
1.	Use appropriate assertiveness	0-1-2-3-4-5	6-7-8-9	10-11-12-13	14-15-16	
2.	Maintain confidentiality in dealing with personnel	0-1-2-3-4-5	6-7-8-9	10-11-12-13	14-15-16	
3.	Explain standard relocation practices	0-1-2-3-4-5	6-7-8-9	10-11-12-13	14-15-16	
4.	Assist with employee relocation	0-1-2-3-4-5	6-7-8-9	10-11-12-13	14-15-16	
5.	Discuss factors that impact human resources management (e.g., availability of qualified employees, alternative staffing methods, employment laws/regulations, company policies/procedures, compensation and benefit programs, staff diversity, etc.)	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	
<b>TOTAL SCORE</b>						