



CAREER CLUSTER
Business Management & Administration

CAREER PATHWAY
Human Resources Management

INSTRUCTIONAL AREA
Human Resources Management

HUMAN RESOURCES 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. Describe ways that businesses build positive employer-employee relationships
2. Foster employee engagement and commitment
3. Describe talent management issues associated with organizational changes (e.g., right-sizing, downsizing, talent relocation, organizational restructuring or redesign)
4. Describe out-placement procedures and activities used in layoffs
5. Assess effectiveness of employee-relations activities

EVENT SITUATION

You are to assume the role of DEPARTMENT MANAGER at WOODSIDE INTERIORS, a company that processes interior wood paneling. Your employees have heard rumors about job changes, possible layoffs, and pay reductions. Morale in the department is at an all-time low. This concern has been expressed by several managers in other departments and Mr./Ms. Friday, the CEO of the company (judge) has asked you to develop a plan to motivate your employees to achieve high performance standards and keep a good attitude in the midst of all the changes.

You should take the following questions into consideration when developing your multifaceted plan:

- How can you communicate with employees difficult situations while protecting individual employees and keeping morale positive?
- How much transparency is possible to facilitate trust while keeping employees positively motivated?
- What can you do to keep employees motivated in difficult times?
- How can you gain employee engagement and commitment in a time in which the company is having difficulty protecting all positions?
- What could you do as a manager to support employees that are displaced through layoffs or pay reductions?

You will share your thoughts and proposals to the CEO Mr./Ms. Friday (judge) in a meeting to take place in the CEO's office. The CEO will begin the meeting by greeting you and asking to hear your ideas. After you have shared your suggestions and have answered the CEO's questions, Mr./Ms. Friday will conclude the meeting by thanking you for your work on a plan to be implemented in your department and others.

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 Mr./Ms. Friday, the CEO at WOODSIDE INTERIORS, a company that processes interior wood paneling. One of your department managers (participant) has expressed concern because employees have heard rumors about job changes, possible layoffs, and pay reductions. Morale in the department is at an all-time low. This concern has been expressed by several managers in other departments so you have asked the department manager (participant) to develop a plan to motivate employees to achieve high performance standards and keep a good attitude in the midst of all the changes.

You have asked the department manager (participant) to take the following questions into consideration when developing a multifaceted plan:

- How can you communicate with employees difficult situations while protecting individual employees and keeping morale positive?
- How much transparency is possible to facilitate trust while keeping employees positively motivated?
- What can you do to keep employees motivated in difficult times?
- How can you gain employee engagement and commitment in a time in which the company is having difficulty protecting all positions?
- What could you do as a manager to support employees that are displaced through layoffs or pay reductions?

The department manager (participant) will present to you in a meeting to take place in your office. You will begin the meeting by greeting the department manager (participant) and asking to hear about his/her ideas.

Judge Questions/Possible Solutions

During the course of the meeting you are to ask the following questions of each participant:

1. How will you deal with the backlash of any layoffs in your department?

Possible solution: While layoffs are extremely difficult there are many pointers in the industry that have helped make this easier for management staff. Some of these pointers include:

- *Offer staff management training to offer a well thought out plan and how to deal with human hurt*
- *Make sure that there is a policy in writing for management and employee support*
- *Show empathy. Recognize that layoffs are painful. Offer as much support as possible*
- *Remain objective*
- *Be upfront and communicate clearly and honestly*
- *Treat employees with respect*
- *Ensure resilience and look to future*
- *Re-recruit remaining staff by being visible and engaged in communication*

2. How will you assess the morale of the employees as we go through this difficult time?

Possible Solution: It will be difficult to get positive feedback from employees that are let go through exit surveys, but surveys could be done of managers and employees to measure plan goals. Regular meetings should be held with managers to assure that they are comfortable with the plan and have the necessary support. Managers should record any concerns and feedback from employees. While there will be turnover, turnover can also be measured to see if layoffs are detrimental to employee security.

After he/she has shared their suggestions and have answered your questions, you will conclude the meeting by thanking the department manager (participant) for his/her work.

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 RESOURCES MANAGEMENT, 2017

Participant: _____

JUDGE'S EVALUATION FORM
DISTRICT EVENT

I.D. Number: _____

INSTRUCTIONAL AREA: HUMAN RESOURCES MANAGEMENT

Did the participant:

| | | Little/No Value | Below Expectations | Meets Expectations | Exceeds Expectations | Judged Score |
|---------------------------------------|--|-----------------|--------------------|--------------------|----------------------|--------------|
| PERFORMANCE INDICATORS | | | | | | |
| 1. | Describe ways that businesses build positive employer-employee relationships | 0-1-2-3-4 | 5-6-7-8 | 9-10-11 | 12-13-14 | |
| 2. | Foster employee engagement and commitment | 0-1-2-3-4 | 5-6-7-8 | 9-10-11 | 12-13-14 | |
| 3. | Describe talent management issues associated with organizational changes (e.g., right-sizing, downsizing, talent relocation, organizational restructuring or redesign) | 0-1-2-3-4 | 5-6-7-8 | 9-10-11 | 12-13-14 | |
| 4. | Describe out-placement procedures and activities used in layoffs | 0-1-2-3-4 | 5-6-7-8 | 9-10-11 | 12-13-14 | |
| 5. | Assess effectiveness of employee-relations activities | 0-1-2-3-4 | 5-6-7-8 | 9-10-11 | 12-13-14 | |
| 21st CENTURY SKILLS | | | | | | |
| 6. | Reason effectively and use systems thinking? | 0-1 | 2-3 | 4 | 5-6 | |
| 7. | Make judgments and decisions, and solve problems? | 0-1 | 2-3 | 4 | 5-6 | |
| 8. | Communicate clearly? | 0-1 | 2-3 | 4 | 5-6 | |
| 9. | Show evidence of creativity? | 0-1 | 2-3 | 4 | 5-6 | |
| 10. | Overall impression and responses to the judge's questions | 0-1 | 2-3 | 4 | 5-6 | |
| TOTAL SCORE | | | | | | |