



CAREER CLUSTER

Business Management and Administration

CAREER PATHWAY

Human Resources Management

INSTRUCTIONAL AREA

Customer Relations/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. Explain the nature of positive customer relations
2. Demonstrate a customer-service mindset
3. Foster employee engagement and commitment
4. Implement employee-development program
5. Discuss the nature of customer relationship management

EVENT SITUATION

You are to assume the role of HUMAN RESOURCES MANAGER for SUNSET RESORT. The hotel manager, Mr./Mrs. Richards (judge) has asked you to create strategies to improve customer service.

SUNSET RESORT is a family-oriented, full-service resort located in a tourist community situated on one of the great lakes. Your 250-room resort has a history of a high occupancy rate, being located on the beach near a popular state park. With the trend of online resources such as Airbnb.com, there have been more options for family vacations including the rental of homes and cottages. As a result, your occupancy rate during the past two years has decreased by 18%.

Customer surveys indicate that your hotel guests are not totally pleased with their stay. Guest complaints range from lack of kid-friendly options in the restaurant to slow service at the hotel desk. Most complaints are about poor customer service. Many guests are unhappy about rooms not being available for check-in at 3 p.m. There have also been complaints that there are not adequate personnel to help with water rentals.

Mr./Mrs. Richards has asked you to create a training session to improve employee performance and customer service. You have also been asked to share your ideas for a meaningful recognition program for employees who offer the most outstanding customer service. Finally, you have been asked to discuss ways in which the resort can identify if service has improved as a result of this training and incentive recognition program.

You will present your ideas to Mr./Mrs. Richards in a meeting to take place in their office. The hotel manager will begin the meeting by greeting you and asking to hear your ideas. After you have presented your ideas and have answered the manager's questions, they will conclude the meeting 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 MR./MRS. RICHARDS, THE HOTEL MANAGER for SUNSET RESORT. You have asked the human resources manager (student participant) to create strategies to improve customer service.

SUNSET RESORT is a family-oriented, full-service resort located in a tourist community situated on one of the great lakes. Your 250-room resort has a history of a high occupancy rate, being located on the beach near a popular state park. With the trend of online resources such as Airbnb.com, there have been more options for family vacations including the rental of homes and cottages. As a result, your occupancy rate during the past two years has decreased by 18%.

Customer surveys indicate that your hotel guests are not totally pleased with their stay. Guest complaints range from lack of kid-friendly option in the restaurant to slow service at the hotel desk. Most complaints are about poor customer service. Many guests are unhappy about rooms not being available for check-in at 3 p.m. There have also been complaints that there are not adequate personnel to help with water rentals.

You have asked the human resources manager to create a training session to improve employee performance and customer service. You have also asked the human resource manager to share their ideas for a meaningful recognition program for employees who offer the most outstanding

customer service and discuss ways in which the resort can identify if service has improved as a result of this training and incentive recognition program.

The human resources manager will present his/her ideas to you in a meeting to take place in your office. You will begin the meeting by greeting the human resources manager and asking to hear his/her ideas.

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

1. How can we instill pride in our employees to provide outstanding customer service?
 - a. *Possible Solution: When we train them, we include them in the brainstorming process and use their examples. We will also empower them to go above and beyond by rewarding them with a gift certificate to the restaurant for most outstanding customer service comment card/nomination.*
2. How do we determine the best customer service offered by our competition?
 - a. *Possible Solution: There are several ways to do this. One is to research customer comments on popular websites such as: www.tripadvisor.com and other reservation site such as www.expedia.com. Another way is to send employees, as part of their training or award, to similar hotels in other similar vacation destinations.*
3. How will your suggestions help us retain our best employees?
 - a. *Possible Solution: Employees that feel empowered to enhance customer service and create great experiences are more likely to enjoy their work and be more engaged. Engaged employees are less likely to leave their jobs. They will take pride in the success of their company. Offering training will take away some of the frustration that they may have from negative encounters. I would also incorporate the “Fish Philosophy” in my training sessions to encourage employees to have fun while they work because it will make the experience better for customer and employees will be more satisfied. Finally, acknowledgement of great customer service will make for a better work environment, reducing turnover.*

Once the human resource manager (participant) has presented a plan for improving customer service and has answered your questions, you will conclude the meeting by thanking them 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.

Performance Indicator Information

1. **Explain the nature of positive customer relations:** A positive customer relations mindset means believing that your customers: deserve the very best; deserve your focused attention; have the right to expect things of me; have important problems and complaints. Positive customer relations yield benefits to the business, the employees, and the customer. Businesses benefit by being more competitive, obtaining repeat business, and greater profits. Employees may receive customer compliments and perhaps a raise or promotion for good customer service skills. Customers benefit by having a more pleasant, satisfactory experience. This creates an atmosphere of goodwill. Positive customer relations need to be demonstrated when speaking to customers in person, over the phone, or online. It should also be evident while handling complaints, inquiries, and requests. Demonstrate good customer relations by doing the following: considering and attempting to meet their needs, concentrating on them without distractions, following up with them, following through on what you say you are going to do, and being efficient in handling issues.
2. **Demonstrate a customer-service mindset:** A customer-service mindset is an attitude that customer satisfaction always comes first. To demonstrate a customer-service mindset, employee should: make customers feel welcome, be willing to answer questions or find answers to questions. A service mindset is an outlook that focuses on creating customer value, loyalty and trust. A business with this outlook wants to go beyond simply providing a product or service. It wants to create a positive and indelible imprint in the customer's, or even in the prospect's mind. To do this, a business has to care about the customer or prospect experience and work continuously at enhancing it.
3. **Foster employee engagement and commitment:** Employees who are engaged in their work and committed to their organizations give organizations crucial competitive advantages-including higher productivity and lower employee turnover. Organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforce. Engagement will create more ownership and satisfaction from the employee. Ownership will create opportunities for employees to go above and beyond and offer superior customer service. Satisfaction will create a more enjoyable workplace and will create a better atmosphere for customers.

4. **Implement employee-development program:** Effective organizations today understand the importance of developing a structured, proactive and multi-tier employee development program. This approach helps close the skill gap by increasing the competencies of those already employed while keeping high performers growing and engaged through continual skill development. Human Resource professionals need to consider the business goals and after talking to employees, decide what employees need to better perform, in this case, increasing customer service. Based on this you will make an action plan to provide this new skill through cases study examples, discussion, brainstorming and other training methods. This may include hiring an expert. Employees will then need to apply these new skills in the workplace, reward success, and then re-evaluate.

5. **Discuss the nature of customer relationship management:** Customer relationship management (CRM) is an important part of selling relationships. Companies use CRM as a method to develop customers and their loyalty and maintain those relationships. Actions taken through the customer service process will impact future sales as well. Customer relationship management (CRM) involves finding customers and keeping them satisfied through a variety of means, and is useful for developing and maintaining customer relationships. Database marketing is the element of CRM that is the process of creating and maintaining customer lists. These lists can be developed from face-to-face sales, direct mail responses, phone or e-mail purchases, service requests, Web site visits, or they can be purchased from a third party. CRM data is also obtained through customer satisfaction surveys, often giving a customer a reward while sharing demographic and purchase information with the company.



HUMAN RESOURCES MANAGEMENT, 2018

Participant: _____

JUDGE'S EVALUATION FORM
DISTRICT EVENT

I.D. Number: _____

INSTRUCTIONAL AREA

Customer Relations/Human Resource Management

Did the participant:

		Below Expectations	Meets Expectations	Exceeds Expectations	Judged Score
PERFORMANCE INDICATORS					
1.	Explain the nature of positive customer relations	10-11	12-13	14	
2.	Demonstrate a customer service mindset	10-11	12-13	14	
3.	Foster employee engagement and commitment	10-11	12-13	14	
4.	Implement employee-development program	10-11	12-13	14	
5.	Discuss the nature of customer relationship management	10-11	12-13	14	
21st CENTURY SKILLS					
6.	Reason effectively and use systems thinking?	4	5	6	
7.	Make judgments and decisions, and solve problems?	4	5	6	
8.	Communicate clearly?	4	5	6	
9.	Show evidence of creativity?	4	5	6	
10.	Overall impression and responses to the judge's questions	4	5	6	
TOTAL SCORE					

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 70-89th 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 50-69th percentile of business personnel performing this performance indicator