



**CAREER CLUSTER**

Business Management and Administration

**CAREER PATHWAY**

Human Resources Management

**INSTRUCTIONAL AREA**

Human Resource 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. Perform post-employment offer activities
2. Explain the use of employment contracts
3. Explain standard relocation practices
4. Assist with employee relocation
5. Orient new employees

## EVENT SITUATION

You are to assume the role of TALENT AND ACQUISITION SUPERVISOR at UNIVERSITY HOSPITAL, an advanced teaching hospital in a large city. The board president, Dr. Brown (judge) is trying to entice sought after physicians to come to this hospital and has a chance to hire a well-known neurosurgeon. Dr. Brown has asked you to create a plan to secure and transition the well-known neurosurgeon, and this plan can also be used to secure other sought after doctors in the future.

University Hospital has quickly moved up the ranks of being known as an innovative, cutting edge teaching hospital that has caught the eye of some of the top residents. The hospital would like to hire physicians that are at the top of their fields and able to teach these new residents. For the most part, this hospital is very similar to its competitors with regards to equipment, technology, and salaries. Dr. Brown has asked you to create a plan to secure the new neurosurgeon and make her feel welcome and wanted.

University Hospital is located in a large, upscale city that is growing, but still has that small town feel. It has a number of smaller suburban communities that have their own schools and resources, but are still located near a bustling downtown with sports teams, colleges, theatres and other large city benefits. One of the suburban communities not far from the hospital has a school district with about 1,000 high school students, two close middle schools, and three elementary schools. The high school has every sport and club imaginable and has vast resources for students at lower grade levels. The housing market is booming and there are service businesses of all types. If this school district isn't ideal, there are three others within a 20 minute drive of the hospital and two more within 40 minutes.

The new, well-known neurosurgeon is married to a high school math teacher and they have three children ages 3, 5 and 12. By accepting this position, the neurosurgeon would not only be uprooting herself, but also asking her husband to try to re-establish his career and their children would have to go to new daycare and schools and find new friends. The 12 year old girl is especially resistant because she hates the idea of leaving her soccer team. The neurosurgeon is not sure she can make this decision for her family. She would have to quickly sell her house, buy a new house and relocate, and changing everything that they've ever known. Dr. Brown would like you to create a plan so this transition is smooth.

You will explain your plans to the resident of the board, Dr. Brown, in a meeting to take place in their office. Dr. Brown will begin the meeting by greeting you and asking to hear your ideas. Once you have explained your ideas to retain this neurosurgeon and have answered Dr. Brown's questions, he/she 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 BOARD PRESIDENT, DR. BROWN at UNIVERSITY HOSPITAL, an advanced teaching hospital in a large city. You are trying to entice sought after physicians to come to this hospital and have a chance to hire a well-known neurosurgeon. You have asked the talent and acquisition supervisor (participant) to create a plan to secure and transition the well-known neurosurgeon, and this plan can also be used to secure other sought after doctors in the future.

University Hospital has quickly moved up the ranks of being known as an innovative, cutting edge teaching hospital that has caught the eye of some of the top residents. The hospital would like to hire physicians that are at the top of their fields and able to teach these new residents. For the most part, this hospital is very similar to its competitors with regards to equipment, technology, and salaries. You have asked the talent and acquisition supervisor to create a plan to secure the new neurosurgeon and make her feel welcome and wanted.

University Hospital is located in a large, upscale city that is growing, but still has that small town feel. It has a number of smaller suburban communities that have their own schools and resources, but are still located near a bustling downtown with sports teams, colleges, theatres and other large city benefits. One of the suburban communities not far from the hospital has a school district with about 1,000 high school students, two close middle schools, and three elementary schools. The high school has every sport and club imaginable and has vast resources for students at lower grade

levels. The housing market is booming and there are service businesses of all types. If this school district isn't ideal, there are three others within a 20 minute drive of the hospital and two more within 40 minutes.

The new, well-known neurosurgeon is married to a high school math teacher and they have three children ages 3, 5 and 12. By accepting this position, the neurosurgeon would not only be uprooting herself, but also asking her husband to try to re-establish his career and the children would have to go to new daycare and schools and find new friends. The 12 year old girl is especially resistant because she hates the idea of leaving her soccer team. The neurosurgeon is not sure she can make this decision for her family. She would have to quickly sell her house, buy a new house and relocate, and changing everything that they've ever known. You would like you to create a plan so this transition is smooth.

The participant will explain his/her transition plan to you in a meeting to take place in your office. You will begin the meeting by greeting the participant and asking to hear about his/her ideas.

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

1. If we go through all this time and money to recruit a physician of this caliber, what are we doing to ensure that they don't back out after all this ground work has been done?
  - a. *Possible Solution: I will be flying out to meet with this new hire next week. At this time, in addition to discussing benefit packages, orientation timelines, and relocation needs, we will discuss and sign the employee contract. This contract will not only include salaries, benefits, and intellectual property, but it will also include a commitment on both the part of the physician and the hospital to move forward with this partnership.*
  
2. How will this plan ensure that this neurosurgeon and others should choose University Hospital over other institutions?
  - a. *Possible Solution: Creating a thorough relocation and orientation plan will help this neurosurgeon feel wanted and welcome. It will demonstrate that we are committed to the success and happiness of her and her family. This is a benefit that cannot be measured financially. Physicians spend a great deal of time in their work and the University Hospital is committed to making this transition smooth and making all involved happy. Because we've thought of everything and have a thorough plan for post-employment offer activities to integrate this new member of the team, they cannot possibly want to consider any place else. In addition, by having a thorough plan for integration, we will reduce the likeliness of turnover. A sound, well-planned hiring process is one that not only finds top candidates, but also effectively integrates, trains, and on-boards them so they'll stick around for the long haul.*

3. If this neurosurgeon accepted this position, what plan would be put in place to ensure that she would be oriented to her new surroundings?

- a. *Possible Solution: We know that she will have a lot on her plate moving to a new location, starting a new position in new surroundings so we will put several steps into motion to ensure that she is well oriented. As I mentioned, she will be put into normal first day employee trainings with other staff to orient her on the hospital, the equipment and software that she will be using regularly, and protocol for the hospital. We will make sure that she is paired with a nurse and another surgeon to help her become accustomed to her surroundings and culture in our hospital. In addition, I would recommend assigning her to one of our many doctors who have completed the mentorship program. Finally, our human resource department will follow up with materials and meetings that will hopefully answer all of her questions as she begins her future with us.*

Once the talent and acquisition supervisor (participant) has shared his/her plan to onboard this neurosurgeon and has answered your questions, you will conclude the meeting by thanking him/her 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. **Perform post-employment offer activities:** Besides letting the non-selected candidates know that they were not chosen, there a number of other aspects to talent acquisition after a job has been offered. Some of these items include: background checks, acceptance of the employment contract, working with the company to ensure for the new hire's arrival, developing an integration plan, helping with relocation, and completing all orientation and on-boarding activities. Some specific activities include: getting supplies from nametags to computers, planning tours and meetings to introduce the new hire; helping the new hire settle into their community if they are relocating, and scheduling any company trainings or shadowing.
2. **Explain the use of employment contracts:** An employment contract is a legally binding agreement between the employer and new hire. This contract is developed to ensure that both parties are clear about expectations and benefits. When considering contracts related to physicians such as this neurosurgeon, both parties are risking a great deal financially. The physician may be relocating and may be leaving another position to come to this company so it is important that expectations are clear. It is also important to have a contract to identify any intellectual property related to research and new technologies. Finally, because this is a medical job, there may be some legal discussion in the contract regarding HIPPA.
3. **Explain standard relocation practices:** Standard relocation practices include helping the new hire with house-hunting, moving, temporary housing, and may include a miscellaneous expense allowance. Often physician relocation practices are more extensive, especially if the hospital is really interested in enticing the physician. Some of these additional services can include assistance with childcare, eldercare, helping a spouse find work, transportation, travel, cultural training, and suggestion of local services for purchases that could be incurred such as restaurants, auto dealers, furniture stores and more. Relocation assistance could include anything that may help with integration such as school and club appointments for children of the new hire.
4. **Assist with employee relocation:** Human resources will often assist in employee relocation, especially with high level hires. Upon acceptance of the job, employees involved with relocation will often meet with the new hires to see how they can assist in the relocation process. This often includes setting up appointments, setting up meetings, introductions, initiating connections, taking the new hire and family members around the community and hosting opportunities for integration.

5. **Orient new employees:** In this case, orientation has already begun with the relocation process. Some orientation or on-boarding programs take a day while others are several days or even several weeks. All orientation should include a welcome and other materials the new employee can reference such as a folder or binder of important information such as employee handbook, maps, directory, etc. Employees should be given a tour and shown basic facilities such as cafeteria, offices, nurse's stations, telephone usage etc. This could be done by HR, but often HR will schedule someone to host these tasks, someone that they will be working with closely. This person should also serve as a host and spend lunch and introduce them to staff. Important trainings and meetings, such as computer training, should be scheduled to ensure that the employee is comfortable in their surroundings at the hospital. In the case of this high level physician, the HR staff also sets up orientation meetings in the community and continue to make the new hire feel welcome.



**HUMAN RESOURCES MANAGEMENT, 2018**

Participant: \_\_\_\_\_

**JUDGE'S EVALUATION FORM**  
DISTRICT EVENT

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

**INSTRUCTIONAL AREA**  
Human Resource Management

Did the participant:

		Below Expectations	Meets Expectations	Exceeds Expectations	Judged Score
<b>PERFORMANCE INDICATORS</b>					
1.	Perform post-employment offer activities	10-11	12-13	14	
2.	Explain the use of employment contracts	10-11	12-13	14	
3.	Explain standard relocation practices	10-11	12-13	14	
4.	Assist with employee relocation	10-11	12-13	14	
5.	Orient new employees	10-11	12-13	14	
<b>21<sup>st</sup> CENTURY SKILLS</b>					
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	
<b>TOTAL SCORE</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 70-89th 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