



HUMAN RESOURCES MANAGEMENT

2013 SAMPLE ROLE PLAYS



AS USED IN DECA'S
INDIVIDUAL SERIES EVENTS

Human Resources Management

Individual Series Events

DECA Images
1908 Association Drive
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DECA Images

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Human Resources Management

TABLE OF CONTENTS

Introduction	3
Role-plays	
Role-play #1	5
Role-play #2	11
Role-play #3	17
Role-play #4	23

INTRODUCTION

This publication is designed to assist DECA members and their local chapter advisors in preparing for the Individual Series Events. This document will be useful in preparing students for local, state and international competition by familiarizing them with the format, structure and evaluation tools used in international competition. This series of events is presented as an example of the types of events in which a student might expect to participate at the International Career Development Conference. The competitive events found herein, however, are not representative of all performance indicators that the student may be expected to demonstrate on the international level. A complete list of performance indicators upon which the events are written can be found at www.deca.org/competitions/2/.

PROCEDURE

An individual series event consists of two major parts: a written comprehensive exam and two preliminary role-playing events. A third role-play activity will be given to finalists.

The comprehensive exam is a 100-question multiple-choice test developed especially for each series based on the knowledge, skills and attributes associated with the particular occupation. Exams from previous years are available for sale through DECA Images at www.deca.org/shop.

In the role-playing portion of the event, participants must accomplish a task by translating what they have learned into effective, efficient and spontaneous action.

The participant is given a situation to review. It may indicate a product or service to sell, a merchandising decision or a problem in communication and interpersonal skills. Participants are allowed 10 minutes to review the situation and to develop a professional approach to solving the problem.

Up to 10 minutes are then allowed for the participant to be examined by a competent judge and asked to explain how (s)he would solve the situation or problem. The judge is a qualified business executive playing the role of second party in the situation. Following the examination, the judge evaluates the participants' responses and records the results on an evaluation form which has been developed specifically for each competitive event.

PREPARATION

In order for DECA members to realize success in competition, DECA advisors are encouraged to carefully plan curriculum which will contribute to student success in the competency based competitive events and to provide real world experiences specifically necessary in the occupational area for which the student has a career interest.

Competency based competitive events are intended to be a motivational tool used by the DECA advisor to encourage student learning. The success of the member's participation in competency based competitive events directly relates to the experiences (s)he has gained in the classroom and/or at the training station.

As the local, district, state or international competitive event approaches, the advisors are encouraged to further prepare the competitor in tasks such as the following:

Prepare yourself mentally.

The competitor should get sufficient sleep the night before competition so that (s)he will be mentally alert and able to concentrate on the activities.

Dress appropriately.

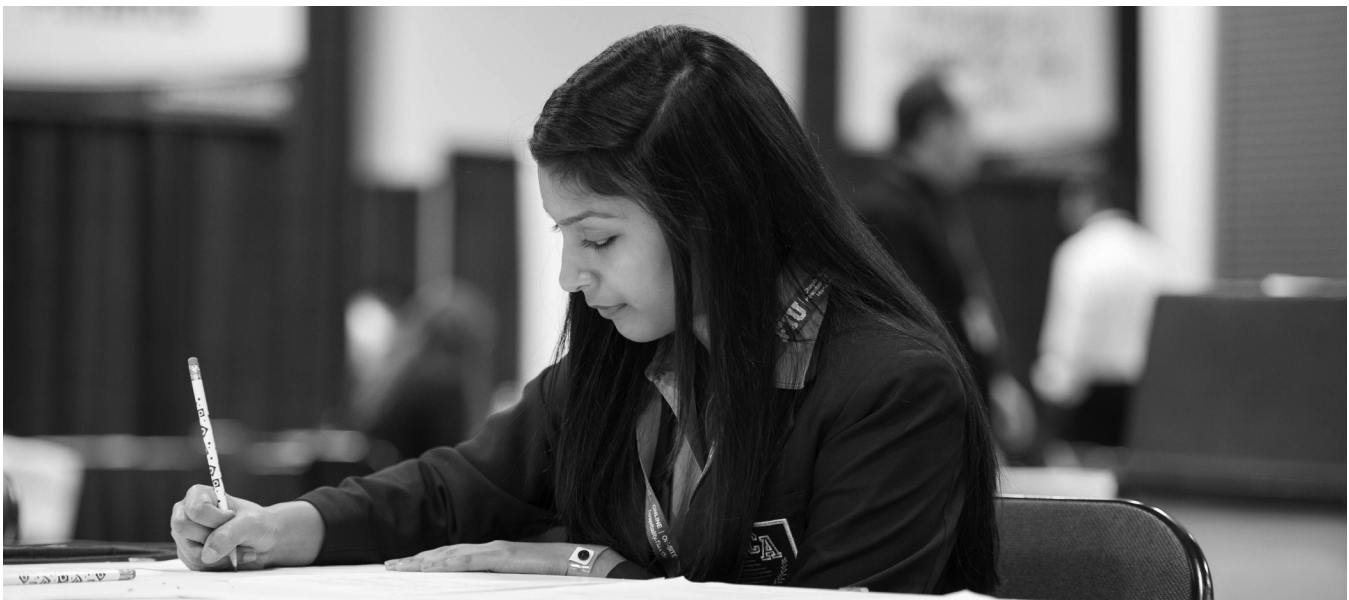
Professional dress should be worn to all conference sessions. Please note: Competitors at the ICDC must wear an official DECA blazer during interaction with the judges. Official DECA blazers are sold through DECA Images.

Follow the program agenda.

Competitors should carefully follow the program agenda provided at the conference. (S)he should locate the event room beforehand and arrive at the site early enough to be acclimated to the environment, relaxed, etc. Competitors must be on time for each event.

Use preparation time wisely.

Competitors should take advantage of the time provided for each activity of the event. During the written tests, the competitor should think through each item completely and carefully while gauging the time appropriately. If time allows, recheck the answers. While preparing for role play events, competitors should use all the time allotted constructively.





CAREER CLUSTER
Business Management and Administration

CAREER PATHWAY
Human Resources Management

INSTRUCTIONAL AREA
Human Resources Management
Communication Skills

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. Implement employee-development program.
2. Determine issues impacting human resources development.
3. Explain the nature of staff communication.
4. Choose appropriate channel for workplace communication.
5. Foster positive working relationships.

EVENT SITUATION

You are to assume the role of human resources director for ACE ADVERTISING, a large advertising firm located in a major city. The president of the company (judge) has asked you to develop a more efficient new employee orientation program, using the most effective components of the current program.

From entry-level to managerial positions, all new hires at ACE ADVERTISING must meet with the human relations department to undergo employee orientation. Employee orientation not only benefits the new hire, but it also benefits the company. Research has shown that proper orientation at the beginning of employment can save the company money by limiting turnover. The employee knows expectations and has job knowledge from the start, which builds confidence and encourages productivity.

The president of ACE ADVERTISING (judge) would like to streamline the new employee orientation program. Currently, the orientation requires three full days to master all components. While the president (judge) understands that it is important for the new hire to have sufficient knowledge about job responsibilities, company policies and expectations, the president (judge) feels these goals can be accomplished in a timelier manner.

The president (judge) has asked you to develop a more efficient new employee orientation program. You have been asked to choose which components of the current orientation are the most effective and important for employee success and longevity. You may also include components not listed.

Current components of new employee orientation:

- Specific job training
- Company overview
- Review of benefits
- Team with mentor
- Rules and expectations in the workplace
- Introduction of all employees and roles
- Familiarize with organizational culture
- Complete all necessary paperwork

You will present the new employee orientation program to the president (judge) in a role-play to take place in the president's (judge's) office. The president (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have presented the new employee orientation program and have answered the president's (judge's) questions, the president (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 president of ACE ADVERTISING, a large advertising firm located in a major city. You have asked the human resources director (participant) to develop a more efficient new employee orientation program, using the most effective components of the current program.

From entry-level to managerial positions, all new hires at ACE ADVERTISING must meet with the human relations department to undergo employee orientation. Employee orientation not only benefits the new hire, but it also benefits the company. Research has shown that proper orientation at the beginning of employment can save the company money by limiting turnover. The employee knows expectations and has job knowledge from the start, which builds confidence and encourages productivity.

You would like to streamline the new employee orientation program. Currently, the orientation requires three full days to master all components. While you understand that it is important for the new hire to have sufficient knowledge about job responsibilities, company policies and expectations, you feel these goals can be accomplished in a timelier manner.

You have asked the human resources director (participant) to develop a more efficient new employee orientation program. The director (participant) has been asked to choose which components of the current orientation are the most effective and important for employee success and longevity. Components not listed may also be included.

Current components of new employee orientation:

- Specific job training
- Company overview
- Review of benefits
- Team with mentor
- Rules and expectations in the workplace
- Introduction of all employees and roles
- Familiarize with organizational culture
- Complete all necessary paperwork

The human resources director (participant) will present the new employee orientation program to you in a role-play to take place in your office. You will begin the role-play by the greeting human resources director (participant) and asking to hear the program.

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

1. If a new employee is not properly oriented with the company, what are some possible consequences?
2. How can we evaluate the effectiveness of your new program?

Once the human resources director (participant) has presented the new employee orientation program and has answered your questions, you will conclude the role-play by thanking the human resources director (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.

JUDGE'S EVALUATION FORM HRM 2013

DID THE PARTICIPANT:

1. Implement employee-development program?

Little/No Value

0, 1, 2, 3, 4, 5

Attempts at implementing employee-development program were inadequate or weak.

Below Expectations

6, 7, 8, 9, 10, 11

Adequately implemented employee-development program.

Meets Expectations

12, 13, 14, 15

Effectively implemented employee-development program.

Exceeds Expectations

16, 17, 18

Very effectively implemented employee-development program.

2. Determine issues impacting human resources development?

Little/No Value

0, 1, 2, 3, 4, 5

Attempts at determining issues impacting human resources development were inadequate or weak.

Below Expectations

6, 7, 8, 9, 10, 11

Adequately determined issues impacting human resources development.

Meets Expectations

12, 13, 14, 15

Effectively determined issues impacting human resources development.

Exceeds Expectations

16, 17, 18

Very effectively determined issues impacting human resources development.

3. Explain the nature of staff communication?

Little/No Value

0, 1, 2, 3, 4, 5

Attempts at explaining the nature of staff communication were weak or incorrect.

Below Expectations

6, 7, 8, 9, 10, 11

Adequately explained the nature of staff communication.

Meets Expectations

12, 13, 14, 15

Effectively explained the nature of staff communication.

Exceeds Expectations

16, 17, 18

Very effectively explained the nature of staff communication.

4. Choose appropriate channel for workplace communication?

Little/No Value

0, 1, 2, 3, 4, 5

Attempts at choosing appropriate channel for workplace communication were inadequate or unclear.

Below Expectations

6, 7, 8, 9, 10, 11

Adequately chose appropriate channel for workplace communication.

Meets Expectations

12, 13, 14, 15

Effectively chose appropriate channel for workplace communication.

Exceeds Expectations

16, 17, 18

Very effectively chose appropriate channel for workplace communication.

5. Foster positive working relationships?

Little/No Value

0, 1, 2, 3, 4, 5

Attempts at fostering positive working relationships were inadequate or weak.

Below Expectations

6, 7, 8, 9, 10, 11

Adequately fostered positive working relationships.

Meets Expectations

12, 13, 14, 15

Effectively fostered positive working relationships.

Exceeds Expectations

16, 17, 18

Very effectively fostered positive working relationships.

6. Overall impression and response to the judge's questions.

Little/No Value

0, 1, 2

Demonstrated few skills; could not answer the judge's questions.

Below Expectations

3, 4, 5

Demonstrated limited ability to link some skills; answered the judge's questions adequately.

Meets Expectations

6, 7, 8

Demonstrated the specified skills; answered the judge's questions effectively.

Exceeds Expectations

9, 10

Demonstrated skills confidently and professionally; answered the judge's questions very effectively and thoroughly.

Judge's Initials _____

TOTAL SCORE _____



CAREER CLUSTER
Business Management and Administration

CAREER PATHWAY
Human Resources Management

INSTRUCTIONAL AREA
Customer Relations
Financial Analysis

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. Explain the nature of positive customer relations.
2. Demonstrate a customer-service mindset.
3. Discuss the nature of human resources management.
4. Determine ways of reinforcing the company's image through employee performance.
5. Describe the nature of budgets.

EVENT SITUATION

You are to assume the role of human resources specialist at CITY ZOO. The zoo was established over 50 years ago from an endowment in honor of a local entrepreneur's children. The CFO (judge) has asked you to recommend the best way to adjust the summer internship program to accommodate budget cuts.

For the last ten years, CITY ZOO has facilitated a 12-week summer internship program with a salary budget totaling \$23,040. Four full-time interns are employed for twelve weeks during the summer, working forty hours per week for \$12.00/hour. Because of difficult economic times, CITY ZOO has had to cut its salary budget for the summer internship program for the first time.

The CFO of CITY ZOO (judge) has stated that the summer internship salary budget cannot exceed \$17,600.00. The CFO (judge) has given you three options for the internship program that will keep it under budget and has asked you to determine which would be best for CITY ZOO. The CFO (judge) is open to a new option, as well.

Option 1:

A twelve-week internship program with three interns working forty hours/week at \$12.00/hour.

Option 2:

A twelve-week internship program with six interns working twenty-five hours/week at \$9.75/hour.

Option 3:

A nine-week internship program with four interns working forty hours/week at \$12.00/hour.

You will recommend the adjustments to the summer internship program to the CFO (judge) in a role-play to take place in the CFO's (judge's) office. The CFO (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have made your recommendations and have answered the CFO's (judge's) questions, the CFO (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 CFO for CITY ZOO. The zoo was established over 50 years ago from an endowment in honor of a local entrepreneur's children. You have asked the human resources specialist (participant) to recommend the best way to adjust the summer internship program to accommodate budget cuts.

For the last ten years, CITY ZOO has facilitated a 12-week summer internship program with a salary budget totaling \$23,040. Four full-time interns are employed for twelve weeks during the summer, working forty hours per week for \$12.00/hour. Because of difficult economic times, CITY ZOO has had to cut its salary budget for the summer internship program for the first time.

You have stated that the summer internship salary budget cannot exceed \$17,600.00. You have given the human resources specialist (participant) three options for the internship program that will keep it under budget and have asked them to determine which would be best for CITY ZOO. You are open to a new option, as well.

Option 1:

A twelve-week internship program with three interns working forty hours/week at \$12.00/hour.

Option 2:

A twelve-week internship program with six interns working twenty-five hours/week at \$9.75/hour.

Option 3:

A nine-week internship program with four interns working forty hours/week at \$12.00/hour.

The human resources specialist (participant) will present a recommendation 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.

Number of Employees	Number of weeks	Hours Worked Per Week	Total Scheduled Hours	Hourly Rate	Total Cost
4	12	40	1920	\$12.00	\$23,040.00
3	12	40	1440	\$12.00	\$17,280.00
6	12	25	1800	\$9.75	\$17,550.00
4	9	40	1440	\$12.00	\$17,280.00

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

1. What consideration did you give for the alternate choice that you did not present?
2. What are the drawbacks of the option you chose?

Once the human resources specialist (participant) has presented a recommendation and has answered your questions, you will conclude the role-play by thanking the human resources specialist (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.

JUDGE'S EVALUATION FORM HRM 2013

DID THE PARTICIPANT:

1. Explain the nature of positive customer relations?

Little/No Value

0, 1, 2, 3, 4, 5

Attempts at explaining the nature of positive customer relations were inadequate or weak.

Below Expectations

6, 7, 8, 9, 10, 11

Adequately explained the nature of positive customer relations.

Meets Expectations

12, 13, 14, 15

Effectively explained the nature of positive customer relations.

Exceeds Expectations

16, 17, 18

Very effectively explained the nature of positive customer relations.

2. Demonstrate a customer-service mindset?

Little/No Value

0, 1, 2, 3, 4, 5

Attempts at demonstrating a customer-service mindset were inadequate or weak.

Below Expectations

6, 7, 8, 9, 10, 11

Adequately demonstrated a customer-service mindset.

Meets Expectations

12, 13, 14, 15

Effectively demonstrated a customer-service mindset.

Exceeds Expectations

16, 17, 18

Very effectively demonstrated a customer-service mindset.

3. Discuss the nature of human resources management?

Little/No Value

0, 1, 2, 3, 4, 5

Attempts at discussing the nature of human resources management were weak or incorrect.

Below Expectations

6, 7, 8, 9, 10, 11

Adequately discussed the nature of human resources management.

Meets Expectations

12, 13, 14, 15

Effectively discussed the nature of human resources management.

Exceeds Expectations

16, 17, 18

Very effectively discussed the nature of human resources management.

4. Determined ways of reinforcing the company's image through employee performance?

Little/No Value

0, 1, 2, 3, 4, 5

Attempts at determining ways of reinforcing the company's image through employee performance were inadequate or unclear.

Below Expectations

6, 7, 8, 9, 10, 11

Adequately determined ways of reinforcing the company's image through employee performance.

Meets Expectations

12, 13, 14, 15

Effectively determined ways of reinforcing the company's image through employee performance.

Exceeds Expectations

16, 17, 18

Very effectively determined ways of reinforcing the company's image through employee performance.

5. Describe the nature of budgets?

Little/No Value

0, 1, 2, 3, 4, 5

Attempts at describing the nature of budgets were inadequate or weak.

Below Expectations

6, 7, 8, 9, 10, 11

Adequately described the nature of budgets.

Meets Expectations

12, 13, 14, 15

Effectively described the nature of budgets.

Exceeds Expectations

16, 17, 18

Very effectively described the nature of budgets.

6. Overall impression and response to the judge's questions.

Little/No Value

0, 1, 2

Demonstrated few skills; could not answer the judge's questions.

Below Expectations

3, 4, 5

Demonstrated limited ability to link some skills; answered the judge's questions adequately.

Meets Expectations

6, 7, 8

Demonstrated the specified skills; answered the judge's questions effectively.

Exceeds Expectations

9, 10

Demonstrated skills confidently and professionally; answered the judge's questions very effectively and thoroughly.

Judge's Initials _____

TOTAL SCORE _____



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. Describe planning techniques used in the hiring process.
2. Demonstrate connections between company actions and results.
3. Discuss factors that impact human resources management.
4. Explain the role of ethics in human resources management.
5. Analyze company resources to ascertain policies and procedures.

EVENT SITUATION

You are to assume the role of human resources manager at FLEXFILE CORP, a manufacturer of office filing cabinets and systems. The owner (judge) has asked for your analysis and recommendations regarding an employee referral hiring program.

FLEXFILE CORP is a leading manufacturer of high density filing systems and cabinets used by governments, businesses, medical clinics and law offices. Started in 1947 producing traditionally-styled office filing cabinets, FLEXFILE today designs movable high-density storage systems offering maximum storage capacity while utilizing a minimum amount of office space. Located in a rural environment 40 miles from a large metropolitan area, the company employs 610 production and administrative workers.

With a strong economy and high demand for its unique product line, FLEXFILE has been in constant search for additional employees for over a year. Two months ago, the human resources department established an employee referral program where current employees would receive \$100 if their referral was hired and remained employed for six months.

The referral program has been very successful in filling production and administrative positions. However, in a workforce diversity study completed last week, it was found that the percentage of FLEXFILE employees in “protected groups” (women, minorities, physically challenged and people over 40) has actually decreased since the referral program began.

The 20-mile radius surrounding FLEXFILE is made up of 51% adult females, 7% physically challenged, 53% people over 40, and 16% ethnic minorities (Hispanic, African-American and Asian-American). FLEXFILE’S current workforce is 41% female and 62% over the age of 40. In the other protected groups, the company workforce reflects less than half of the area make-up.

The owner (judge) has been made aware of the diversity study and is concerned that FLEXFILE is less diverse than before the referral program began. A meeting has been scheduled during which you have been asked to provide your analysis and recommendations to the owner (judge) regarding the referral program and its impact on workforce diversity. Specifically, the owner (judge) is requesting:

- Analysis as to how the referral program could have impacted FLEXFILE’S workforce diversity in the manner it did.
- Potential consequences FLEXFILE may face as a result of the company employment rates among the “protected groups.”
- Recommendation as to whether FLEXFILE should keep, modify or abandon its referral program.

You will present your analysis 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 presented your analysis 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 owner of FLEXFILE CORP, a manufacturer of office filing cabinets and systems. You have asked your human resources manager (participant) to analyze and make recommendations regarding an employee referral hiring program.

FLEXFILE CORP is a leading manufacturer of high density filing systems and cabinets used by governments, businesses, medical clinics and law offices. Started in 1947 producing traditionally-styled office filing cabinets, FLEXFILE today designs movable high-density storage systems offering maximum storage capacity while utilizing a minimum amount of office space. Located in a rural environment 40 miles from a large metropolitan area, the company employs 610 production and administrative workers.

With a strong economy and high demand for its unique product line, FLEXFILE has been in constant search for additional employees for over a year. Two months ago, the human resources department established an employee referral program where current employees would receive \$100 if their referral was hired and remained employed for six months.

The referral program has been very successful in filling production and administrative positions. However, in a workforce diversity study completed last week, it was found that the percentage of FLEXFILE employees in “protected groups” (women, minorities, physically challenged and people over 40) actually decreased since the referral program began.

The 20-mile radius surrounding FLEXFILE is made up of 51% adult females, 7% physically challenged, 53% people over 40, and 16% ethnic minorities (Hispanic, African-American and Asian-American). FLEXFILE'S current workforce is 41% female and 62% over the age of 40. In the other protected groups, the company workforce reflects less than half of the area make-up.

You have been made aware of the diversity study and are concerned that FLEXFILE is less diverse than before the referral program began. You have asked your human resources manager (participant) for an analysis and recommendations regarding the referral program and its impact on workforce diversity. Specifically, you are requesting:

- Analysis as to how the referral program could have impacted FLEXFILE'S workforce diversity in the manner it did.
- Potential consequences FLEXFILE may face as a result of the company employment rates among the "protected groups."
- Recommendation as to whether FLEXFILE should keep, modify or abandon its referral program.

The human resources manager (participant) will present an analysis to you in a role-play to take place in your office. You will begin the role-play by greeting the manager (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. What role do company benefits play in an applicant's decision to accept a job offer?
2. What are some other ways to promote employment at FLEXFILE?

Once the human resources manager (participant) has presented and has answered your questions, you will conclude the role-play by thanking the 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.

JUDGE'S EVALUATION FORM HRM 2013

DID THE PARTICIPANT:

1. Describe planning techniques used in the hiring process?

Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations
0, 1, 2, 3, 4, 5	6, 7, 8, 9, 10, 11	12, 13, 14, 15	16, 17, 18
Attempts at describing planning techniques used in the hiring process were inadequate or weak.	Adequately described planning techniques used in the hiring process.	Effectively described planning techniques used in the hiring process.	Very effectively described planning techniques used in the hiring process.

2. Demonstrate connections between company actions and results?

Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations
0, 1, 2, 3, 4, 5	6, 7, 8, 9, 10, 11	12, 13, 14, 15	16, 17, 18
Attempts at demonstrating connections between company actions and results were inadequate or weak.	Adequately demonstrated connections between company actions and results.	Effectively demonstrated connections between company actions and results.	Very effectively demonstrated connections between company actions and results.

3. Discuss factors that impact human resources management?

Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations
0, 1, 2, 3, 4, 5	6, 7, 8, 9, 10, 11	12, 13, 14, 15	16, 17, 18
Attempts at discussing factors that impact human resources management were weak.	Adequately discussed factors that impact human resources management.	Effectively discussed factors that impact human resources management.	Very effectively discussed factors that impact human resources management.

4. Explain the role of ethics in human resources management?

Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations
0, 1, 2, 3, 4, 5	6, 7, 8, 9, 10, 11	12, 13, 14, 15	16, 17, 18
Attempts at explaining the role of ethics in human resources management were inadequate or unclear.	Adequately explained the role of ethics in human resources management.	Effectively explained the role of ethics in human resources management.	Very effectively explained the role of ethics in human resources management.

5. Analyze company resources to ascertain policies and procedures?

Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations
0, 1, 2, 3, 4, 5	6, 7, 8, 9, 10, 11	12, 13, 14, 15	16, 17, 18
Attempts at analyzing company resources to ascertain policies and procedures were inadequate.	Adequately analyzed company resources to ascertain policies and procedures.	Effectively analyzed company resources to ascertain policies and procedures.	Very effectively analyzed company resources to ascertain policies and procedures.

6. Overall impression and response to the judge's questions.

Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations
0, 1, 2	3, 4, 5	6, 7, 8	9, 10
Demonstrated few skills; could not answer the judge's questions.	Demonstrated limited ability to link some skills; answered the judge's questions adequately.	Demonstrated the specified skills; answered the judge's questions effectively.	Demonstrated skills confidently and professionally; answered the judge's questions very effectively and thoroughly.

Judge's Initials _____

TOTAL SCORE _____



CAREER CLUSTER
Business Management and Administration

CAREER PATHWAY
Human Resources Management

INSTRUCTIONAL AREA
Human Resources Management
Emotional Intelligence

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. Describe ways that businesses build positive employer-employee relationships.
2. Explain components of a compensation system.
3. Develop an achievement orientation.
4. Motivate team members.
5. Foster positive working relationships.

EVENT SITUATION

You are to assume the role of human resources director for CAPITAL CITY CONVENTION BUREAU (CCCB). The president of the CCCB (judge) has asked you to develop incentive packages to retain employees.

The CCCB has 75 full time professional positions ranging from managerial to support staff. Each position at the CCCB is crucial to the success of the agency. The staff works together as a team to promote Capital City as a premier destination for both business and pleasure. Training, on-the-job experience and history with the CCCB create employees who are assets to the company.

Over the last ten years, the CCCB has undergone a turnover of over 85% of its staff. The reasons for this high rate vary. Exit interviews cite other opportunities, change of location, few promotion opportunities, career change and other reasons for leaving the CCCB. With the cost of investing in new employees so high, the president (judge) is looking for ways to retain employees.

The president (judge) has asked you to develop incentive packages to retain employees at the CCCB. The president (judge) is open to using different components of compensation as incentives. The president (judge) feels that different incentives should be offered after 1 year, 3 years, 5 years, 10 years and 20 years of service.

You will present incentives for employee retention to the president (judge) in a role-play to take place in the president's (judge's) office. The president (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have presented the incentives for employee retention and have answered the president's (judge's) questions, the president (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 president of CAPITAL CITY CONVENTION BUREAU (CCCB). You have asked the human resources director (participant) to develop incentive packages to retain employees.

The CCCB has 75 full time professional positions ranging from managerial to support staff. Each position at the CCCB is crucial to the success of the agency. The staff works together as a team to promote Capital City as a premier destination for both business and pleasure. Training, on-the-job experience and history with the CCCB create employees who are assets to the company.

Over the last ten years, the CCCB has undergone a turnover of over 85% of its staff. The reasons for this high rate vary. Exit interviews cite other opportunities, change of location, few promotion opportunities, career change and other reasons for leaving the CCCB. With the cost of investing in new employees so high, you are looking for ways to retain employees.

You have asked the human resources director (participant) to develop incentive packages to retain employees at the CCCB. You are open to using different components of compensation as incentives. You feel that different incentives should be offered after 1 year, 3 years, 5 years, 10 years and 20 years of service.

The human resources director (participant) will present the incentives for employee retention to you in

a role-play to take place in your office. You will begin the role-play by greeting the human resources director (participant) and asking to hear about the incentives.

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

1. How does a high staff turnover rate affect office morale?
2. Is offering incentives the best way to retain employees?

Once the human resources director (participant) has presented the incentives for employee retention and has answered your questions, you will conclude the role-play by thanking the human resources director (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.

JUDGE'S EVALUATION FORM HRM 2013

DID THE PARTICIPANT:

1. Describe ways that businesses build positive employer-employee relationships?

Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations
0, 1, 2, 3, 4, 5	6, 7, 8, 9, 10, 11	12, 13, 14, 15	16, 17, 18
Attempts at describing ways that businesses build positive employer-employee relationships were inadequate or weak.	Adequately described ways that businesses build positive employer-employee relationships.	Effectively described ways that businesses build positive employer-employee relationships.	Very effectively described ways that businesses build positive employer-employee relationships.

2. Explain components of a compensation system?

Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations
0, 1, 2, 3, 4, 5	6, 7, 8, 9, 10, 11	12, 13, 14, 15	16, 17, 18
Attempts at explaining components of a compensation system were inadequate or weak.	Adequately explained components of a compensation system.	Effectively explained components of a compensation system.	Very effectively explained components of a compensation system.

3. Develop an achievement orientation?

Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations
0, 1, 2, 3, 4, 5	6, 7, 8, 9, 10, 11	12, 13, 14, 15	16, 17, 18
Attempts at developing an achievement orientation were weak or incorrect.	Adequately developed an achievement orientation.	Effectively developed an achievement orientation.	Very effectively developed an achievement orientation.

4. Motivate team members?

Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations
0, 1, 2, 3, 4, 5	6, 7, 8, 9, 10, 11	12, 13, 14, 15	16, 17, 18
Attempts at motivating team members were inadequate or unclear.	Adequately motivated team members.	Effectively motivated team members.	Very effectively motivated team members.

5. Foster positive working relationships?

Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations
0, 1, 2, 3, 4, 5	6, 7, 8, 9, 10, 11	12, 13, 14, 15	16, 17, 18
Attempts at fostering positive working relationships were inadequate or weak.	Adequately fostered positive working relationships.	Effectively fostered positive working relationships.	Very effectively fostered positive working relationships.

6. Overall impression and response to the judge's questions.

Little/No Value	Below Expectations	Meets Expectations	Exceeds Expectations
0, 1, 2	3, 4, 5	6, 7, 8	9, 10
Demonstrated few skills; could not answer the judge's questions.	Demonstrated limited ability to link some skills; answered the judge's questions adequately.	Demonstrated the specified skills; answered the judge's questions effectively.	Demonstrated skills confidently and professionally; answered the judge's questions very effectively and thoroughly.

Judge's Initials _____

TOTAL SCORE _____

HUMAN RESOURCES MANAGEMENT



2013 Sample Role Plays

This publication is designed to assist DECA members and their local chapter advisors in preparing for the Individual Series events. This booklet will be useful in preparing students for local, state and international competition by familiarizing them with the format, structure and evaluation tools used in competition.

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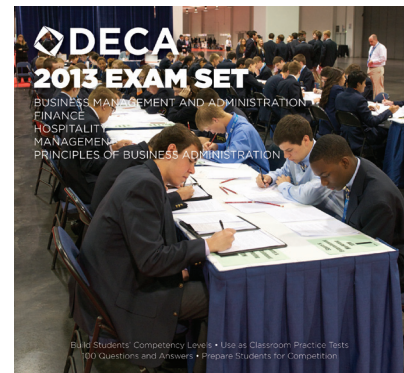
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An Instructor's Guide



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