



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. Discuss factors that impact human resources management.
2. Assess company's learning needs.
3. Determine issues impacting human-resources development.
4. Explain possible advancement patterns for jobs.
5. Identify skills needed to enhance career progression.

EVENT SITUATION

You are to assume the role of director of human resources at EASTWEST AIRLINES, an airline that flies routes across the United States. With 800 jets flying to 125 cities, EASTWEST is one of the most well-known and profitable airlines in the country. The CEO of the airline (judge) has asked for your recommendations for solving internal hiring challenges at the airline's headquarters.

EASTWEST AIRLINES' employee pay and benefits are the company's second highest expense, second only to jet fuel. As a result, identifying means to maintain the proper staffing is absolutely critical. Having too few employees can result in sub par execution of operations, poor customer service, increased OJI (on the job injuries) and attendance issues, and create poor morale for employees. All have a significant impact on the bottom line in the areas of decreased revenue, increased expenses, negative public relations and poor stock performance.

In looking at staffing within the company, the CEO (judge) noticed that while labor intensive positions are overstaffed, the customer service affiliated positions are quite understaffed. The CEO (judge) would like to shift some of the employees working in the labor intensive positions over to the customer service positions, but have it be a voluntary decision to move. Hiring internally for the customer service position vacancies would save a significant amount of money and time.

The CEO (judge) feels that one challenge in this plan is that the customer service positions require excellent one-on-one customer service skills while the overstaffed labor intensive positions offer little customer contact. Another issue is that it could result in a lower hourly wage for those that make such a transfer. However, the new position would be in a more physically comfortable environment and not be as labor intensive. It may also provide more opportunity for advancement in a professional setting.

The CEO (judge) has asked for your recommendations for solving internal hiring challenges at the airline's headquarters. The CEO (judge) would like you to address the following:

- Determine how to inform employees of the job shift opportunity.
- Identify the best way to gauge interest among the employees.
- Recommend ways the airline can help employees' strengthen their customer service skills.

You will present your recommendations to the CEO (judge) in a role-play to take place in the CEO's (judge's) office. The CEO (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have presented your recommendations and have answered the CEO's (judge's) questions, the CEO (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 CEO of EASTWEST AIRLINES, an airline that flies routes across the United States. With 800 jets flying to 125 cities, EASTWEST is one of the most well-known and profitable airlines in the country. You have asked the director of human resources (participant) for recommendations for solving internal hiring challenges at the airline's headquarters.

EASTWEST AIRLINES' employee pay and benefits are the company's second highest expense, second only to jet fuel. As a result, identifying means to maintain the proper staffing is absolutely critical. Having too few employees can result in sub par execution of operations, poor customer service, increased OJI (on the job injuries) and attendance issues, and create poor morale for employees. All have a significant impact on the bottom line in the areas of decreased revenue, increased expenses, negative public relations and poor stock performance.

In looking at staffing within the company, you noticed that while labor intensive positions are overstaffed, the customer service affiliated positions are quite understaffed. You would like to shift some of the employees working in the labor intensive positions over to the customer service positions, but have it be a voluntary decision to move. Hiring internally for the customer service position vacancies would save a significant amount of money and time.

You feel that one challenge in this plan is that the customer service positions require excellent one-on-one customer service skills while the overstaffed labor intensive positions offer little customer contact. Another issue is that it could result in a lower hourly wage for those that make such a transfer. However, the new position would be in a more physically comfortable

environment and not be as labor intensive. It may also provide more opportunity for advancement in a professional setting.

You have asked for the director of human resources' (participant's) recommendations for solving internal hiring challenges at the airline's headquarters. You would like the director of human resources (participant) to address the following:

- Determine how to inform employees of the job shift opportunity.
- Identify the best way to gauge interest among the employees.
- Recommend ways the airline can help employees' strengthen their customer service skills.

The director of human resources (participant) will present recommendations to you in a role-play to take place in your office. You will begin the role-play by greeting the director (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 if asking employees to voluntarily shift to another position doesn't work?
2. What amount of time is appropriate to hire internally before posting the positions for external candidates?

Once the director of human resources (participant) has presented the analysis and has answered your questions, you will conclude the role-play by thanking the 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
WEB SAMPLE

DID THE PARTICIPANT:

1. Discuss factors that impact human resources management?

Little/No Value

0, 1, 2, 3, 4, 5

Attempts to discuss factors that impact human resources management were inadequate or weak.

Below Expectations

6, 7, 8, 9, 10, 11

Adequately discussed factors that impact human resources management.

Meets Expectations

12, 13, 14, 15

Effectively discussed factors that impact human resources management.

Exceeds Expectations

16, 17, 18

Very effectively discussed factors that impact human resources management.

2. Assess company's learning needs?

Little/No Value

0, 1, 2, 3, 4, 5

Attempts to assess company's learning needs were inadequate or weak.

Below Expectations

6, 7, 8, 9, 10, 11

Adequately assessed company's learning needs.

Meets Expectations

12, 13, 14, 15

Effectively assessed company's learning needs.

Exceeds Expectations

16, 17, 18

Very effectively assessed company's learning needs.

3. Determine issues impacting human-resources development?

Little/No Value

0, 1, 2, 3, 4, 5

Attempts to determine issues impacting human-resources development were weak or incorrect.

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.

4. Explain possible advancement patterns for jobs?

Little/No Value

0, 1, 2, 3, 4, 5

Attempts to explain possible advancement patterns for jobs were inadequate or unclear.

Below Expectations

6, 7, 8, 9, 10, 11

Adequately explained possible advancement patterns for jobs.

Meets Expectations

12, 13, 14, 15

Effectively explained possible advancement patterns for jobs.

Exceeds Expectations

16, 17, 18

Very effectively explained possible advancement patterns for jobs.

5. Identify skills needed to enhance career progression?

Little/No Value

0, 1, 2, 3, 4, 5

Attempts to identify skills needed to enhance career progression were inadequate or weak.

Below Expectations

6, 7, 8, 9, 10, 11

Adequately identified skills needed to enhance career progression.

Meets Expectations

12, 13, 14, 15

Effectively identified skills needed to enhance career progression.

Exceeds Expectations

16, 17, 18

Very effectively identified skills needed to enhance career progression.

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 _____