



**CAREER CLUSTER**  
Business Management and Administration

**CAREER PATHWAY**  
Human Resources Management

**INSTRUCTIONAL AREA**  
Professional Development

## 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. Analyze employer expectations in the business environment.
2. Explain the rights of workers.
3. Demonstrate problem-solving skills.
4. Comply with compensation and benefit laws.
5. Describe the nature of managerial control.



## **EVENT SITUATION**

You are to assume the role of human resources assistant at PREMIERE DENTAL, a chain of clinics providing a complete range of dental services. The human resources manager (judge) has asked you to evaluate an employee's qualification to receive a company benefit.

PREMIERE DENTAL was started in 1980 by three dentists whose mission was to provide quality, affordable dental care to all people. Today, with the same mission in effect, PREMIERE DENTAL has a staff of 625 dentists, assistants, technicians and administrative employees spread over seventy locations. Seventy percent are full-time employees who receive the benefit package that includes health insurance, vacation, sick days, a 401K plan and an employee assistance program.

Full-time employment at PREMIERE DENTAL is defined as working a minimum of thirty-six hours per week. Every three months, the human resources department performs a company-wide hour scan to monitor the number of hours being worked by employees. The latest scan, completed last week, revealed that a dental technician consistently failed to meet the full-time minimum hours per week standard. The dental technician worked 28 to 36 hours per week during an eight-week period, with only one week totaling 36 hours. The employee has already used all sick days prior to this scan and no vacation time was taken during the period.

Essentially, the dental technician has been enrolled in a health care plan for which she has not been qualified for an eight week period. The human resources manager (judge) is aware of the dental technician's weekly hour violation and has requested a meeting with you to obtain your analysis and recommendations on how it should be handled. Specifically:

- The impact this situation has on the employee and the business.
- Who is responsible for this human resource problem: the business, the department manager, or the employee?
- At what point should a full-time employee lose full-time status?
- Should the dental technician be allowed to continue in the company health care plan or not? Provide rationale for your decision.

You will present your analysis and recommendations to the human resources manager in a role-play to take place in the manager's (judge's) office. The human resources manager (judge) will begin the role-play by greeting you and asking to hear your ideas. After you have presented your analysis and recommendations and have answered the manager's (judge's) questions, the manager (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 human resources manager at PREMIERE DENTAL, a chain of clinics providing a complete range of dental services. You have asked your human resources assistant (participant) to evaluate an employee's qualification to receive a company benefit.

PREMIERE DENTAL was started in 1980 by three dentists whose mission was to provide quality, affordable dental care to all people. Today, with the same mission in effect, PREMIERE DENTAL has a staff of 625 dentists, assistants, technicians and administrative employees spread over seventy locations. Seventy percent are full-time employees who receive the benefit package that includes health insurance, vacation, sick days, a 401K plan and an employee assistance program.

Full-time employment at PREMIERE DENTAL is defined as working a minimum of thirty-six hours per week. Every three months, the human resources department performs a company-wide hour scan to monitor the number of hours being worked by employees. The latest scan, completed last week, revealed that a dental technician consistently failed to meet the full-time minimum hours per week standard. The dental technician worked 28 to 36 hours per week during an eight-week period, with only one week totaling 36 hours. The employee has already used all sick days prior to this scan and no vacation time was taken during the period.

Essentially, the dental technician has been enrolled in a health care plan for which she has not been qualified for an eight week period. You are aware of the dental technician's weekly hour violation and have requested a meeting with the human resources assistant (participant) to obtain his/her analysis and recommendations on how it should be handled. Specifically:

- The impact this situation has on the employee and the business.
- Who is responsible for this human resource problem: the business, the department manager, or the employee?
- At what point should a full-time employee lose full-time status?
- Should the dental technician be allowed to continue in the company health care plan or not?

The human resources assistant (participant) will present his/her analysis and recommendations to you in a role-play to take place in your office. You will begin the role-play by greeting the assistant (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. Will the actions we take to resolve this issue set a precedent for the company?
2. Not all workers use all the vacation time they've earned. Do you believe that a company should require an employee to use all their vacation time every year? Why or why not?

Once the human resources assistant (participant) has presented the analysis and recommendations and has answered your questions, you will conclude the role-play by thanking the assistant (participant) for the work.

You are not to make any comments after the event is over except to thank the participant.

Note:

The federal Fair Labor Standards Act does not define full-time or part-time employment. This is a matter generally to be determined by the employer. (*U.S. Department of Labor*) Legality issues regarding benefits are an internal issue based on contracts and established company policies.

## 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 <sup>th</sup> 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 <sup>th</sup> 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 <sup>th</sup> percentile of business personnel performing this performance indicator.

**JUDGE'S EVALUATION FORM**  
**HRM**  
**SAMPLE EVENT**

**DID THE PARTICIPANT:**

**1. Analyze employer expectations in the business environment?**

<b>Little/No Value</b> <b>0, 1, 2, 3, 4, 5</b>	<b>Below Expectations</b> <b>6, 7, 8, 9, 10, 11</b>	<b>Meets Expectations</b> <b>12, 13, 14, 15</b>	<b>Exceeds Expectations</b> <b>16, 17, 18</b>
Attempts to analyze employer expectations in the business environment were inadequate or weak.	Adequately analyzed employer expectations in the business environment.	Effectively analyzed employer expectations in the business environment.	Very effectively analyzed employer expectations in the business environment.

**2. Explain the rights of workers?**

<b>Little/No Value</b> <b>0, 1, 2, 3, 4, 5</b>	<b>Below Expectations</b> <b>6, 7, 8, 9, 10, 11</b>	<b>Meets Expectations</b> <b>12, 13, 14, 15</b>	<b>Exceeds Expectations</b> <b>16, 17, 18</b>
Attempts to explain the rights of workers were inadequate or incorrect.	Adequately explained the rights of workers.	Effectively explained the rights of workers.	Very effectively explained the rights of workers.

**3. Demonstrate problem-solving skills?**

<b>Little/No Value</b> <b>0, 1, 2, 3, 4, 5</b>	<b>Below Expectations</b> <b>6, 7, 8, 9, 10, 11</b>	<b>Meets Expectations</b> <b>12, 13, 14, 15</b>	<b>Exceeds Expectations</b> <b>16, 17, 18</b>
Attempts to demonstrate problem-solving skills were inadequate or weak.	Adequately demonstrated problem-solving skills.	Effectively demonstrated problem-solving skills.	Very effectively demonstrated problem-solving skills.

**4. Comply with compensation and benefit laws?**

<b>Little/No Value</b> <b>0, 1, 2, 3, 4, 5</b>	<b>Below Expectations</b> <b>6, 7, 8, 9, 10, 11</b>	<b>Meets Expectations</b> <b>12, 13, 14, 15</b>	<b>Exceeds Expectations</b> <b>16, 17, 18</b>
Attempts to comply with compensation and benefit laws were inadequate or unclear.	Adequately complied with compensation and benefit laws.	Effectively complied with compensation and benefit laws.	Very effectively complied with compensation and benefit laws.

**5. Describe the nature of managerial control?**

<b>Little/No Value</b> <b>0, 1, 2, 3, 4, 5</b>	<b>Below Expectations</b> <b>6, 7, 8, 9, 10, 11</b>	<b>Meets Expectations</b> <b>12, 13, 14, 15</b>	<b>Exceeds Expectations</b> <b>16, 17, 18</b>
Attempts to describe the nature of managerial control were inadequate or weak.	Adequately described the nature of managerial control.	Effectively described the nature of managerial control.	Very effectively described the nature of managerial control.

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

<b>Little/No Value</b> <b>0, 1, 2</b>	<b>Below Expectations</b> <b>3, 4, 5</b>	<b>Meets Expectations</b> <b>6, 7, 8</b>	<b>Exceeds Expectations</b> <b>9, 10</b>
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 \_\_\_\_\_