

Role Play Simulation

Starting Script

"Hello, I'm [name] and I am going to be starting you on your [first/next] exercise. Do you have any questions before we begin?"

"Alright, this is the Role Play Simulation. In this exercise you are a new Team Lead for RPC™, a temporary employment agency. You have two meetings scheduled to take place today. These are the materials that you will need to prepare for these meetings. You have 30 minutes to go over these materials and prepare. After 30 minutes you will have your first meeting with [Matthew Ariel/Chelsea Tallows]. You will have a maximum of 10 minutes for that meeting. Almost immediately following the first meeting you will have your second meeting, with [Matthew Ariel/Chelsea Tallows]. Again, you will have a maximum of 10 minutes for that meeting. Following that meeting you will have to write an email in response to a request regarding the outcomes of those meetings."

"Once again, you have 30 minutes to prepare for the two meetings. You then have 10 minutes to meet with [Matthew Ariel/Chelsea Tallows] and then 10 minutes to meet with [Matthew Ariel/Chelsea Tallows]. Finally, you will have 20 minutes to write an email responding to a request regarding the outcomes of these meetings."

"Do you have any questions?"

When it is time for the first role play

Rater knocks on door. Enter only after being invited.

"Are you ready for your first meeting?"

"Alright, I will leave and the next knock on the door will be [Matthew Ariel/Chelsea Tallows]."

When it is time for the second role play

Rater knocks on door. Enter only after being invited.

"Are you ready for your next meeting?"

"Alright, I will leave and the next knock on the door will be [Matthew Ariel/Chelsea Tallows]."

After the second role play

"Alright, you have one final task for this simulation. You will have 20 minutes to draft an email detailing your promotion decision and the reasons to support your decision."

"Do you have any questions?"

When collecting the written email

Thank them and tell them that they can take a quick 3 minute break before the next exercise.

Managerial Simulation

Instructions

In this exercise you will be assuming the role of Recruiting Team Lead within the Southeast Division of Provisional Recruiting Co., PRC™, a temporary staffing agency. This is your first week on the job. You are replacing Stephanie Williams, whose employment was recently terminated. Prior to this job you were a successful recruiter within the Northeast Region of PRC™

PRC™ links job applicants with businesses that have temporary vacancies. Founded in 2008, the organization provides applicants access to Healthcare, Insurance, Industrial, and Customer Service agencies needing temporary work. PRC™ is a small organization, consisting of 3 divisions, each division with 4 recruiters. Each division provides temporary employment opportunities to tens of thousands applicants annually. The foundation of PRC™ rests on providing high quality temporary job applicants to organizations in need of supplemental help. Organizations have access to a large variety of temporary agencies, but many choose to do business with PRC™ because we have a reputation for providing access to reliable, conscientious, and hard-working applicants.

You are Recruiting Team Lead for the Southeast Region, overseeing a team of three recruiters and two temporary assistant recruiters. You will need to fill the vacancy on your team, bringing your number of full time recruiters to 4. You report directly to Ronald Wright, the Vice President of Recruiting.

In this exercise, you will meet with your two temporary-hire status assistant recruiters, Chelsea Tallows and Matthew Ariel, to determine which will be selected as your new full-time recruiter. **For these meetings you are allowed no more than 10 minutes each.**

Today is January 10th. You will have 30 minutes to prepare for the meeting with Mr. Ariel and Ms. Tallows. Please review the attached memos and charts to prepare for each meeting. After completing the meetings, you will have 20 minutes to draft an email to Ronald Wright explaining your decisions and the reasoning behind them.



Memorandum

To: Team Lead in Southeast Region

From: Ronald Wright, Vice President of Recruiting

Date: January 10th 2019 8:01 am

Subject: Welcome

Attachments: Resume.Ariel, Resume.Tallows

I am delighted to welcome you to The Provisional Recruiting Co™. Here at The PRC™ we focus on finding the best, top notch applicants for our clients. Top notch applicants are those that inspire others, deliver results, and know what success entails. I know that as our new Team Lead in the Southeast Region you will guide your team of recruiters to deliver the best applicants for all our clients.

At the moment you have three full-time recruiters, Tom Mortinson, Gerald Earnest, and Martina Kulakowski. You also have two temporary assistant recruiters, Chelsea Tallows and Matthew Ariel, that have been with the company for six months. Currently we have one opening for a fourth full time recruiter in your region. Both Chelsea and Matthew have expressed interest in applying for this position. Because The PRC™ places high priority on providing opportunities for current employees, we would like to fill this position from within our company. Because both these employees have previous experience with us, we would not need to invest in extra training costs.

Another point of consideration, The PRC™ is growing quickly. Currently, we have 3 regional divisions: Northeast, Southeast, and West. While there aren't currently any solid plans, we do anticipate that in the next few years, the West region will likely be split, creating a Northwest and Southwest region. For this reason, it would be wise to anticipate that current hires may be our future leaders.

I have set up two interviews for you later this morning with both Chelsea Tallows and Matthew Ariel. Because they have already applied for the open position of full time recruiter, we have their current resumes on file which I have attached to this email. This position needs to be filled as soon as possible, as your region is flooded with applicants at the moment. **After the two interviews, I would like you to send me an email with your decision for the full time position, along with a brief explanation as to why.**

Thank you
Ronald Wright
Vice President of Recruiting
Provisional Recruiting Co™

Attachment 1: Resume.Ariel

Matthew Ariel

123 Apple Street

Raleigh NC

Mattariel@provisionalrecruting.co

Education

University of North Carolina, Wilmington

BA in Business with a concentration in HR

May 2017

Experience

- Talent Acquisition Internship at FANatics TM 2016
 - Assisted with Talent Management programs under the direction of the Head of Executive Assessment and Development
 - Document processes, programs, and process improvements
 - Analyzed external market data to help support the Talent Acquisition team with market insights.
- Temp Recruiter at Provisional Recruiting Co. TM Current
 - Created a network for potential recruits for several PRC TM clients
 - Marketed positions through social media outlets
 - In depth research on profiles on Linked-In to fulfill several different positions for all Clients
 - Compiled data on applicants through the Workday database
- Vice President of Student Government at Jefferson City High School 2013
 - Distributed Tasks throughout the student government board
 - Coordinated Prom and worked with Treasurer to apply for funding throughout community
 - Created several volunteer opportunities for students at Jefferson City High

Attachment 2: Resume.Tallows

Chelsea Tallows

555 1st street

Raleigh NC

Chetallows@provisionalrecruiting.co

Education

North Carolina State University

BA in General Psychology

December 2016

Experience

- Manager at Hilltop Clothes 2016-2018
 - Motivated employees with a rewards system I put into place
 - Used analytical skills to resolve day to day conflicts between employees
 - Maintained and kept track of monthly budget as well keeping track of inventory
- Customer Service Rep at Hilltop Clothes 2014-2016
 - Interacted with unhappy customers in a positive manner
 - Coordinated all customer service representatives
- President of Gamma Kappa Sigma Sorority 2015-2016
 - Developed a plan for the chapter with the executive committee
 - Acted as chief chapter officer when dealing with all outside parties
 - Dealt with leadership and management tasks throughout the year
- Temp Recruiter at Provisional Recruiting Co. TM Current
 - Created a large pool of applicants for PRC TM to work with
 - Created new filing system for on hold applicants for PRC TM Southeast division
 - Positive day to day interaction with potential applicants for Clients

Internal Recruitment Form, PRC™



Employee Name: Matthew Ariel

Division: Southeast

Current Position: Recruiting Assistant

Desired Position: Full-time Recruiter

State the justification for your request: Having worked as a recruiting assistant for 6 months, I feel that I have developed the skills and knowledge needed to transition into a full-time recruiting role. Over the past 6 months, when I have been called on to assist the full-time staff, I have reliably recruited quality applicants, with a large proportion of those applicants being hired. I think this makes me a perfect candidate for the open position of full-time recruiter.

Internal Recruitment Form, PRC™



Employee Name: Chelsea Tallow

Division: Southeast

Current Position: Recruiting Assistant

Desired Position: Full-time Recruiter

State the justification for your request: I feel that my work over the past 6 months, particularly the high number of potential job applicants I recruit, has shown that I would make a valuable addition to the current team. In all honesty, I feel that I have shown my abilities surpass even those currently working as full-time recruiters. I feel that my consistency in recruiting large numbers of applicants uniquely qualifies me to be a full-time recruiter. My social networking and strong communication skills would enable me to excel within the position.

From: "Martina" <Martinak@provisionalrecruiting.co>
To: Team 1 Leader <Leader1@provisionalrecruiting.co>
Sent: 1/9/2019 8:03:28 AM
Subject: Matthew Ariel

Good morning and welcome!

I hope that you are adjusting well to your new role! Recruitment has been busier than ever, and I know you have been tasked with hiring a full-time recruiter to fill the vacancy on our team.

I wanted to reach out to recommend one of our temporary hires, Matthew Ariel. Matthew has been working here for just about 6 months, and has *never* missed a day of work! His consistent and reliable performance has earned him a reputation around the office. While Matthew's numbers may not be the highest among our potential recruiters, his applicants are consistently hired within organizations. I would say that he has an eye for quality temporary workers, which is one of our main objectives here at PRC™!

During Matthew's brief time working as a temporary hire, he has used innovative thinking to establish networks of potential high-quality recruits for many of our longtime business partners. This has resulted in a steady, consistent, and reliable supply of applicants for those organizations. In my opinion, his work has been instrumental in securing a number of new businesses.

I hope you take the time to consider Matthew, and please don't hesitate to reach out if I can offer any other info or answer any questions!

Thanks, and talk soon,

Martina Kulakowski

From: "Gerald" <Ernestg@provisionalrecruiting.co>
To: Team 1 Leader <Leader1@provisionalrecruiting.co>
Sent: 1/9/2019 8:05:15 AM
Subject: Chelsea Tallows

Hi there,

I hope you are getting acclimated to Provisional Recruiting Co! We're happy to have you as part of the team.

As I'm sure you know, we have a vacancy for a recruiting position within our team, and I want to recommend Chelsea Tallows, one of our temporary employees, for the position.

Chelsea is an extremely hard worker, and that is evident by the number of applicants she brings in every month, her applicant numbers are even higher than mine! Chelsea doesn't waste any time socializing with coworkers. She definitely has her eyes on the prize.

A few months ago, I asked Chelsea to create a new filing system for the office, and she did an incredible job. It is clear that she has amazing organizational skills and great attention to detail. She's always on time to work, and the last one to leave the office. Whenever I send her an email, I can expect a response almost immediately, it's like she never leaves her desk! You can tell that Chelsea has a passion for recruiting. She is creative, innovative, and of course, very organized. Because of these qualities, I think Chelsea would be an excellent candidate for the vacant recruiting position.

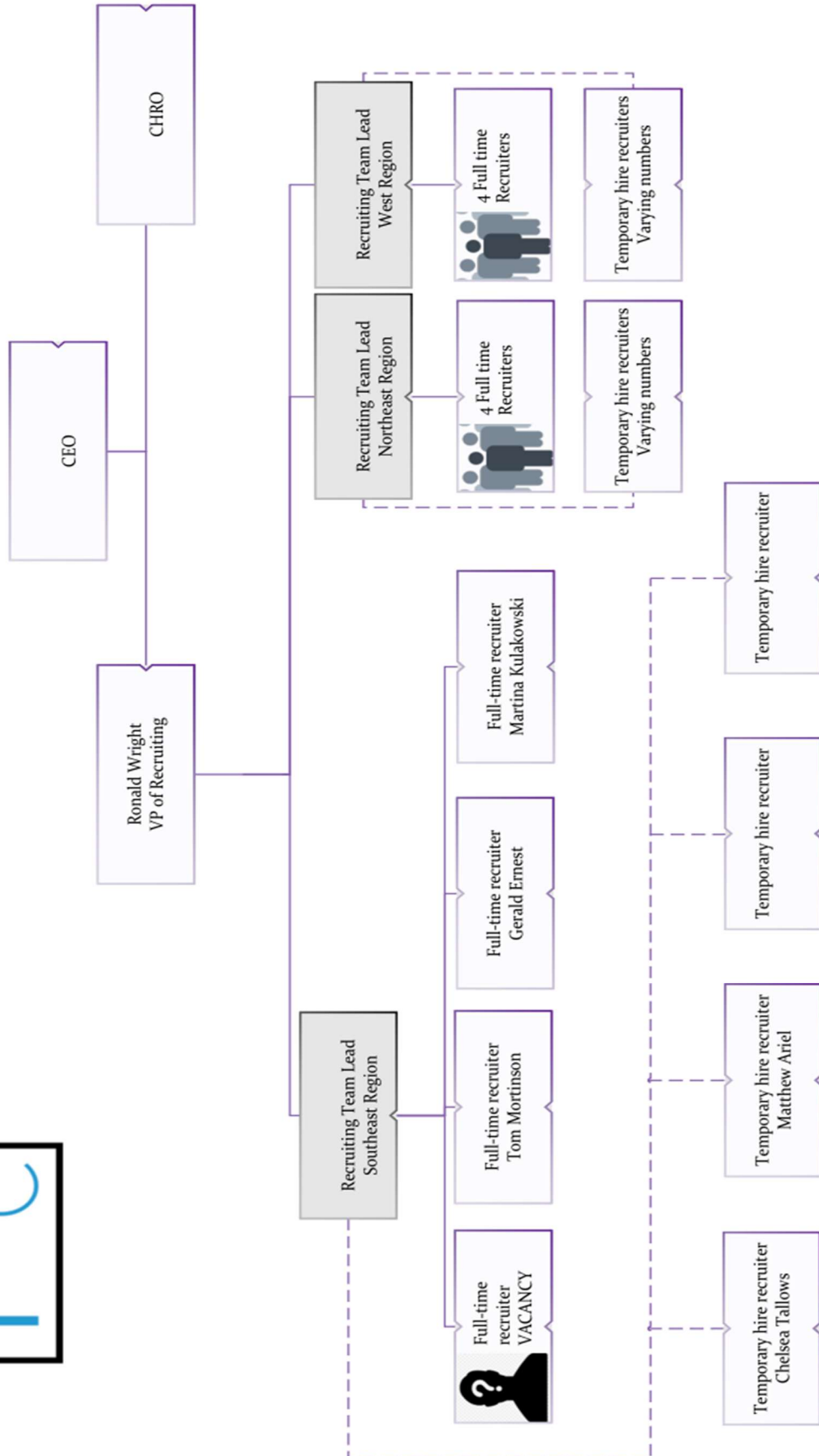
Please let me know if you have any questions!

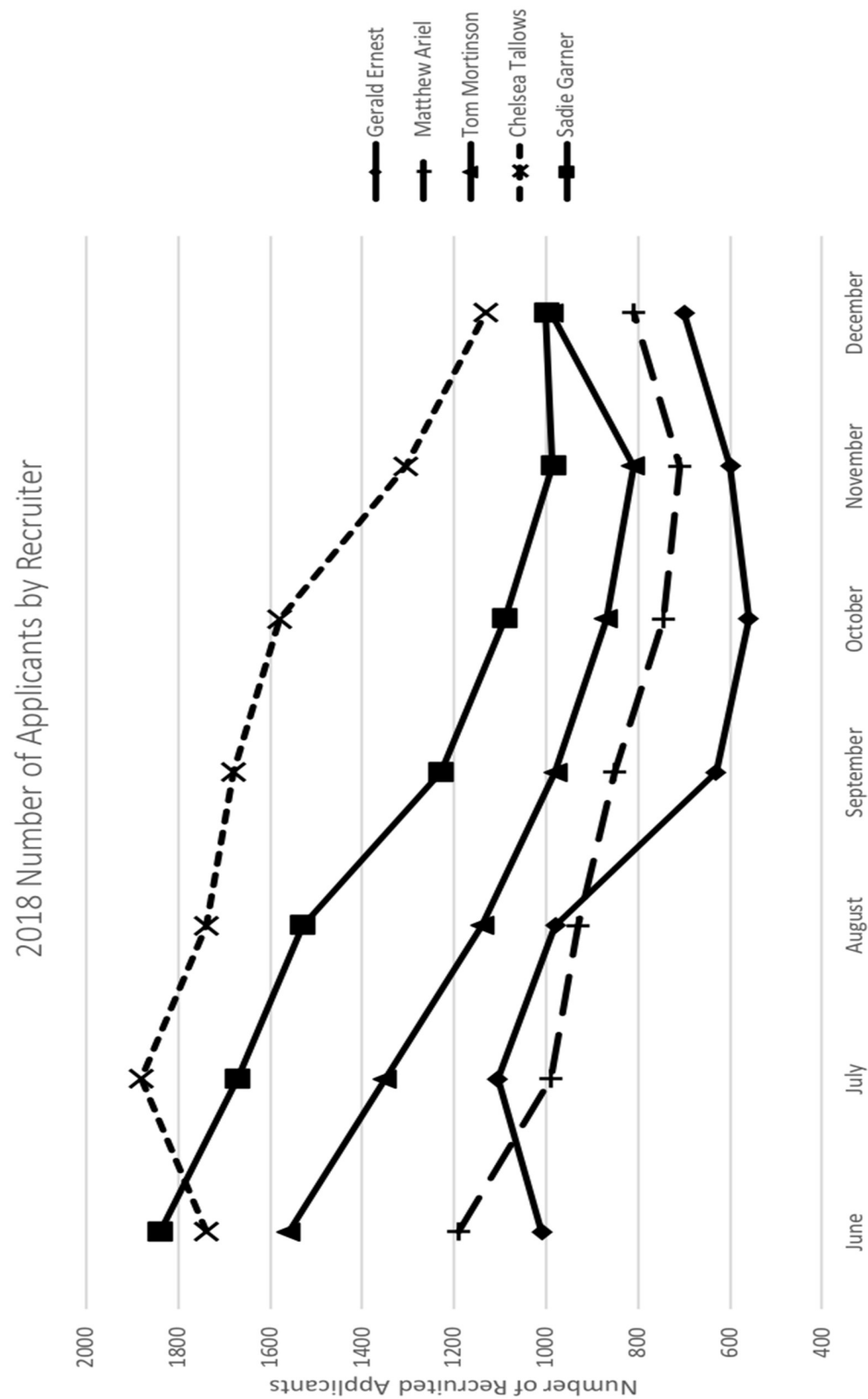
Best,
Gerald Ernest

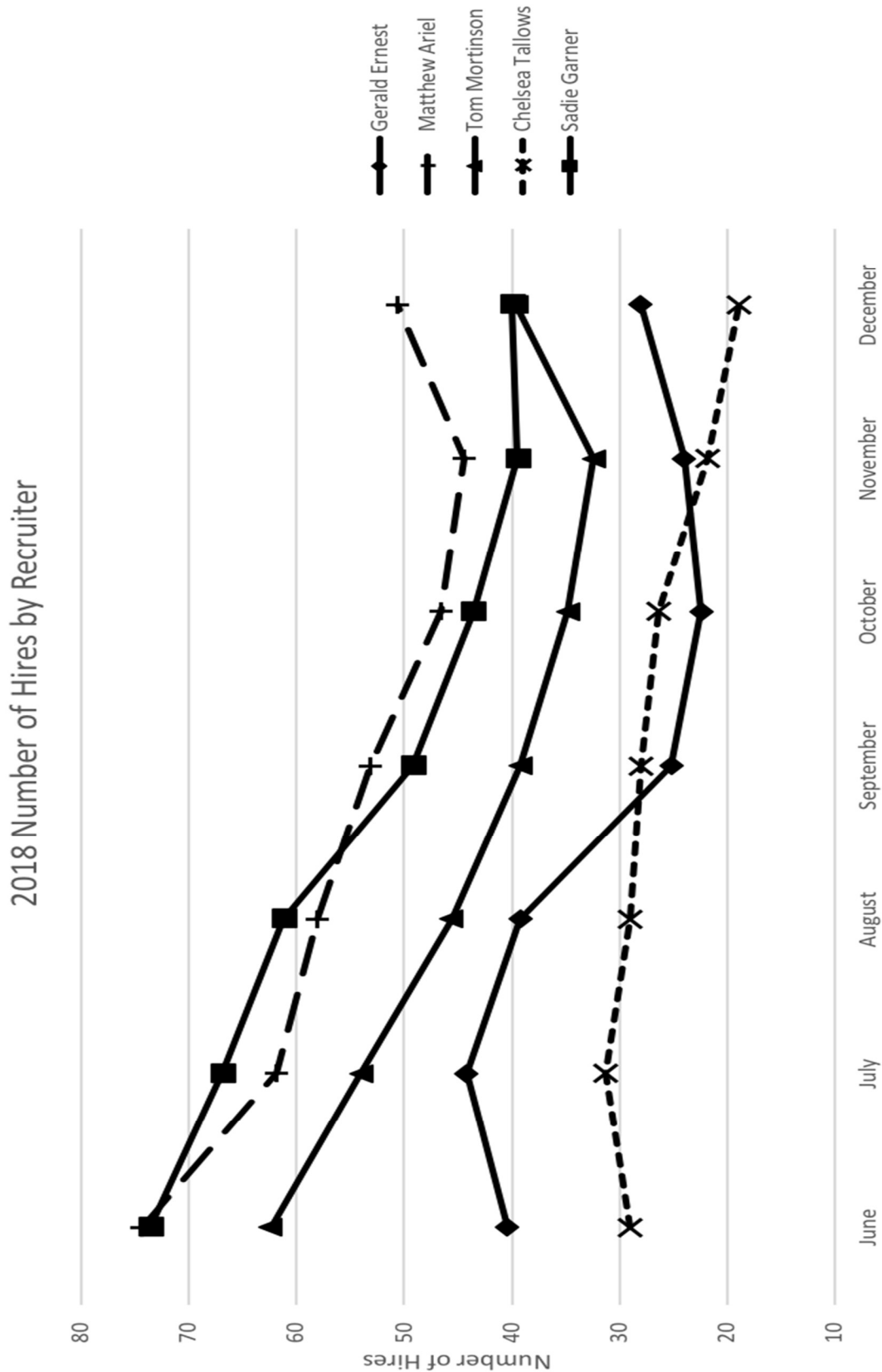


The Provisional Recruiting Co

Cancel Any Time!







Chelsea Tallows Role Player Guide

Character Sketch

- Chelsea is great at getting recruits to apply for positions through the agency
 - She is great at utilizing social media to reach a large amount of younger applicants, especially those looking for summer work
 - She distributes postings to her sorority which draws in many college applicants in search of summer work
 - She is ambitious and hard-working, and sets weekly goals for the amount of people she recruits to apply to positions through the agency
 - She has a competitive side, driving her to collect as many recruits as possible
- Chelsea is not a great team player
 - Her competitiveness hinders her desire to work with others
 - She is secretive about her recruiting methods and metrics
 - She is not concerned with other team member's opinions about her
 - During her six months with the company, she spent most of her time at her cubicle, and little time building rapport with her team
 - She is quick to confront those who she believes are hindering her work

Personal Facts

- Chelsea has been with PRC for six months as a temporary hire
- In the last five months, Chelsea has brought in more applications than any other team member
- However, many of the applicants that she brings in are unqualified, and therefore do not get hired
- Chelsea was described by her sorority sisters as a “cut-throat” president, expelling more members of the sorority than any other president in Gamma Kappa Sigma history

Chelsea's arguments

- I always win, because I work hard
- People do what I say; they know I mean business
- I say what I mean, and I mean what I say
- I recruit so many people
- **Why do you want to change from temporary recruiter to full time recruiter?**
 - The title of temporary worker just doesn't fit with my personality. I work way too hard for a contingent worker. Because of my work ethic, I deserve all the perks of being a regular employee, including the opportunity for promotions, and raises.
- **What will you do to continue to increase the number of temporary hire candidates you generate?**
 - Well first of all, I bring in more applications than anyone else on the team. But, I'm not opposed to setting new goals, and bringing in even more applications. If I

were a regular full-time employee, THEN, I would be open to working even more hours, as long as I was offered a raise.

- **How long do you see yourself working for PRC?**
 - Provisional Recruiting Co is a great company, and I could see myself working here for a while. I could see myself being promoted to Team Lead within the next few years, and I know I would make a great recruiting VP one day!
- **What is it about recruiting that makes you want to do it as your long-term career?**
 - Recruiting is a great career because it's easy for me to set goals for myself. I have tangible numbers that I can aim to achieve. Every time I get a new application, it's like I'm another step closer to my goal, and that's a great feeling!
- **Do you think you would ever want to lead a team of recruiters?**
 - Absolutely, I am highly organized, and I work harder than anyone else. It would make me a great leader. Besides, I'm not much of a follower. I like to make the rules.
- **Can you tell me about a time when you had a workplace conflict? How did you solve it?**
 - At one of my Gamma Kappa Sigma meetings, I had two of my board members that could not stop arguing with each other. Finally they filed a complaint with me, so I had to deal with it. I told them that they needed to start acting like grown adult women, or else they would be expelled from the sorority. I never heard a complaint from them again.
- **How do you find quality leads for temporary employees? What is your process when recruiting?**
 - Everyone knows that if you want to hire great people, you have to bring in as many applicants as you possibly can, and then you have so many to choose from! So that's what I do. I give hiring managers as many options as possible, and hopefully they pick the right person for the job.
- **How do you balance between being a team player & performing as an individual?**
 - My own personal performance is always going to be my number one priority. My contribution as a team member is that my numbers are great, therefore our team numbers look great.

Matthew Ariel Role Player Guide

Character Sketch

- Matt is a steady and reliable recruiter
 - He generates a moderate number of leads
 - His leads often refer their friends because the leads like Matt
 - His leads do not often have disqualifying attributes, ie failed drug test or background check
 - Of the leads he generates, the majority are hired by organizations
 - He knows the range of jobs well and fits people appropriately
- Matt has not demonstrated he has leadership skills
 - He is likable, but has trouble with confrontation.
 - Matt is overly agreeable and concerned with peoples' opinions of him.
 - When presented with an argument he will almost always see all sides. This causes him to inadequately defend his positions in conversation.
- While Matt is outwardly agreeable, he can become internally emotional. This results in occasional passive-aggressive behaviors and sometimes a "blow up" when he feels things aren't fair.

Personal Facts

- Matt has been working for PRC as a temporary recruiter for 6 months
- Before working for PRC, Matt participated in an internship in talent acquisition at FANatics Corporation
- He has attempted to negotiate for a wage increase twice, but was denied
- Matt has shared with coworkers that he will continue to work for PRC indefinitely, even as a temporary worker and with no wage increase

Matt's arguments

- I have never missed a day of work
- I'm a people person and I love helping all my friends
- My uncle has a terrible disease and he lives with me
- My personal network of hiring prospects ("friends") is really big and they love me
- I've never quit a job
- **Why do you want to change from temporary recruiter to full time recruiter?**
 - Working as a temp for Provisional has been great because I make so many friends here in Raleigh. I like the idea of having security in a full time position so that I always know I'm gonna get my hours and I know PRC has good health insurance. (breaks eye contact) It would also be NICE to be considered for

raises.

- **What will you do to continue to increase the number of temporary hire candidates you generate?**
 - You're right, I'm pretty average when it comes to the number of hiring candidates I produce... I can ask all my friends if they know anyone else who needs a job - that's what has always worked for me in the past!
- **How long do you see yourself working for PRC?**
 - I like working for Provisional. I make lots of friends, and it feels good to help people. I really can't imagine doing anything else right now. My uncle who lives with me has really bad stomach ulcers and he can't work, so it's important that I can keep generating income so that my family is doing OK.
- **What is it about recruiting that makes you want to do it as your long-term career?**
 - I meet a lot of good people who are down on their luck. I've seen a lot of my friends who didn't have a whole lot of hope hired as temps, and some of them even got real jobs after that! Then they really like me even more.
- **Do you think you would ever want to lead a team of recruiters?**
 - I like being out there making new friends! But now that I think about it, it would be nice to tell my girlfriend that I was a manager now. I think if I were a manager, people would really like me because I would be their boss AND their friend.
- **Can you tell me about a time when you had a workplace conflict? How did you solve it?**
 - At FunLand, I had a problem. This is personal, but I have a special diet, so I need to bring my own lunch every day. Someone was eating my lunch every day! I'm not sure who it was, but I think it might have been my boss. I went to HR, and they sent out a memo, but my lunches kept disappearing. So, I figured out a great solution: I made two lunches every day!
- **How do you find quality leads for temporary employees? What is your process when recruiting?**
 - My friends who I've been hiring like me and they tell their friends about me. Sometimes they even bring family members. I always want to give all my friends jobs, but I know that we have background checks and stuff, so I just blame it on the company if it seems like they're no good. That way nobody gets mad at me.
- **How do you balance between being a team player & performing as an individual?**
 - I'm out there on my own most of the time in this job, so it's hard to think of an example. People always really like me on a team, like when I was vice president back in high school. We had so much fun and it really helped me make friends.