**ENGL227 Week 1 Assignment Scenario**

You are an upper-level manager in a large metropolitan hotel. One of your assistant managers, Jeff Clarke, has left you a voicemail message requesting emergency leave for the upcoming holiday weekend.

Here's what the message stated: *I'm calling to request emergency leave again for this weekend. I know I've had three emergency leaves in the last two months, but my grandma isn't feeling well again, and she really needs me to take care of her. I'll be in later tonight for my shift. Can you let me know then? Thanks.*

You know from previous requests for time off that Jeff's grandmother is coping with a debilitating illness. Your other assistant manager, Nina Hernandez, has covered for Jeff three times in the last two months. She has been looking forward to having this weekend off, as she is going out of town to celebrate her grandson's first birthday. You are already on the schedule this weekend, and if you allow Jeff's emergency leave, you'll be short-staffed. To make matters worse, there's a professional conference this weekend for electrical engineers at a nearby convention center, and many of the attendees will be staying at your hotel. This is the first time the convention center has directed attendees to your hotel, and if all goes well, this could mean a lot more business throughout the year.

Jeff's absences are becoming more and more of a problem. You could call him back on the phone to deny his request, but you're starting to think you may need a written record of some sort to document the problem in case Jeff's employment needs to be terminated. Human Resources at Corporate are always emphasizing the need for documentation.

1. Complete the Required Audience Profile (below) for Jeff, with the understanding that someone in Human Resources may be a secondary audience for this written response at a later date.
2. Select an appropriate choice of medium: electronic or print. (See Chapter 4 for guidance in selecting an appropriate medium.)
3. Write a message to Jeff using an appropriate media choice denying his request and explaining the reasons why. You don't want to fire Jeff, but you do want to be clear that you are denying the request. You really need his help this weekend.

Submit the audience profile AND the written message to Jeff to the Week 1 Dropbox. Successful assignments will meet the criteria outlined in the grading rubric included in the Doc Sharing area.

**Required Audience Profile**

This audience profile is required as part of the week one assignment. Answer the questions below to create a thorough profile for your primary audience, Jeff Clarke, and your secondary audience, Human Resources.

1. Is my primary audience external or internal?

My primary audience in this situation is internal because it is an employee-to-employee exchange, specifically a superior dealing with a conflict of a lower-level employee. Although Human Resources is a part of my company as well, I would consider HR to be an external audience in this situation because they have not been made aware or witness to prior situations of this same nature, so I will be tailoring the message to be more easily understood from an external source as well.

1. What are some key demographics about my audience, such as age, gender, family situation, etc.?

The key demographic in regards to this situation is definitely family situation. My assistant manager, Jeff Clarke, is having family issues that are the main cause of concern here. He is male and my other assistant manager, Nina Hernandez, who has been covering his missed shifts in the past, is female. Their age is unknown and largely irrelevant in this scenario – and the same applies for whoever at HR may access this message for reference in the future.

1. How much does my audience know about the topic?

Jeff Clarke, who is my primary audience member, is very familiar with this topic/issue. He even mentioned that he knows his behavior has been troubling thus far and is probably aware of the tight spot it puts me in as his manager. Human Resources is completely unaware of this topic and needs to be informed of the situation overall, including past occurrences.

1. How much formality does my audience prefer?

Typically it would be acceptable to have a low level of formality, and Jeff even asked if I could just give him an answer in person later on in the evening. I could even call him back and give him an answer right away, which is not very formal at all considering no documentation is even developed when that happens. Because I want to include HR and make them aware of this situation, my level of formality increases much more because I am actually developing a formatted, business document that is being made available to other entities than just Jeff and I.

1. How do I expect my audience to react to this message?

Because this is such an important and crucial time for the hotel and because there have been so many occurrences recently, I cannot allow Jeff to take a leave of absence. I expect he will react negatively to this because for him to even ask after he admits he knows it has become an issue implies just how important this time off is to him, in order for him to take care of his ill grandmother.

1. What are my audience’s values in relation to this message? What do they care about most?

I would expect, again, that in this scenario Jeff cares most about taking care of his grandmother in this situation, which is why he is even bothering to ask again. I assume he knows just how crucial this upcoming weekend is, yet he still values family above putting the hotel in a position for success in the future. He also is neglecting to consider the implications his leave of absence has on other employees, like Nina. HR values proper workplace practices, and missing so much time in such a short period is alarming to say the least.

1. What do I want my audience to think, do, feel, or believe after reading my message?

I want my audience, specifically Jeff, to understand the implications of his actions on the business. He is in a position of power somewhat, being an assistant manager, and he and his actions should be a path that other employees view and follow suit. When he is missing so much time and putting the company on the backburner so often in order to prioritize other things, it does not send a good message to other employees or even customers. I want Jeff to realize how valuable he is to the hotel and how important it is to have him at work, and let him know that it is not acceptable from a business perspective to be away from the business so often.

1. Are there any benefits for my audience that is related to this message?

I do not want to fire Jeff in this scenario, at least not this time. That being said, this message serves as a warning of sorts to formally alert Jeff that his decisions are starting to come into question and could become a real problem if they continue. The benefit of sending a message like this is that it can possibly help Jeff realize that his job could ultimately be at risk if his absences continue. This message could be the eye-opening he needs; not only would it benefit him to not be terminated, but it also benefits the hotel to have an experienced assistant manager like Jeff on hand and available to work.

1. What information do I need to include for the secondary audience?

The specific information I need to include for the secondary audience, Human Resources, is the mention of previous occurrences of this issue. The reason I am choosing to write a formal response to Jeff is specifically to make HR aware. This message will serve as a historical document in case of any future issues.

1. Which medium is most appropriate for this message and this audience? Why?

Although oral media has been the means of dealing with this in the past, the decision to make a historical document to record the issue eliminates that as an option this time. I feel that in this scenario, an email is an appropriate medium for this message and audience. Because this matter is fairly time sensitive, I do not necessarily have the time to compose a letter, and letters are generally very formal and are sent to recipients outside the company. My main audience is another employee in the company, and I simply just want a written form of that correspondence so my secondary audience (HR) can have a copy and be made aware of the situation. All that being said, this message does not need to be extremely formal but does need to serve its purpose in conveying the message and response to Jeff’s request.

To: Jeff Clarke, Assistant Manager

Large Metropolitan Hotel

From: Anthony Meunier, Upper-Level Manager

Large Metropolitan Hotel

Re: Request for Emergency Leave

Dated: 11 May 2014

Dear Jeff:

I received your voicemail regarding your request for emergency leave this upcoming weekend in order to care for your ill grandmother. While I am very sympathetic to your family situation, I am unfortunately unable to grant your request. Considering that you have had three emergency leaves previously in the last two months, I cannot afford to lose you for any more time.

You are a highly valued employee of this hotel. Being that it is one of our busiest and most important weekends coming up, I need your positive work ethic and attitude here to help show all of the Convention guests just how great our commitment to service is here at the hotel.

I understand that it may be frustrating to not be granted this leave, but please understand the influence you possess as an assistant manager and the effect that your absence has on the hotel and your co-workers alike.

Thank you,

Anthony