

Human Resource Management Tips

Cases from Previous Years

INSTRUCTIONS: The contestant will be provided 20 minutes to develop their presentation. Notes can be made on up to 3 note cards provided by the event proctor. No advisor contact will be allowed between the time of receiving the topic and the delivery. Only the Human Resources Manual, along with three note cards for notetaking, may be used in the preparation and presentation rooms. The contestant will speak before a panel of judges and a timekeeper. Your speech should be AT LEAST 3 minutes in length, but NO MORE THAN 5 minutes. No audience will be allowed. The contestant will be given warnings via flash cards when there are two (2) minutes remaining and when there is one (1) minute remaining during the speaking time. The presentation will be stopped at five (5) minutes.

SUGGESTIONS: For each case study, **SUMMARIZE** the facts of the case in your own words, figure out a detailed **SOLUTION** to the situation, and be ready to **PRESENT** the solution to the judges. You should use the “Human Resource Manual” to research your solution and provide specific justification for your suggestions (“...according to the HR Manual, the employee is not allowed to ...”).

CASE 1: John Smith is an accountant within Professional Business Associates finance department. He has been working with the organization for 4 years and has had average to above average performance reviews and has never had an occasion where it was necessary to coach him regarding unacceptable behavior. As a result of the organization’s decision to automate the accounts payable functions, John’s position is no longer required. In your meeting with him regarding his termination, John makes the comment —You can’t fire me. I have a good track record and good performance. You have no justification therefore you can’t terminate my employment.|| Is John’s position correct and what options do you have in handling the situation.

CASE 2: Monica Sadler is a clerk in the Professional Business Associate’s purchasing department. She is dating a sales rep from a company that is competing for PBA’s printing business. During one of their nights out on the town, the sales rep asked Monica about the bids PBA had received from some of the other printing companies. She answered him freely and provided him with information regarding the bids, terms of the contracts and other confidential information. As a result, her date revised his bid before submitting it to PPA. When he was subsequently awarded the contract, Monica freely offered the information that she had provided him information that helped with his bid. What are your options in discussing Monica’s actions?

CASE 3: As Human Resource Manager, you have become aware that your coworker Alice is “borrowing” funds from petty cash when she is short before payday. She has explained to you that she always pays it back. Is this appropriate? Why or why not? What should be done about this situation?

CASE 4: You are employed as the Manager of the Accounting Department at Central Manufacturing, Inc. Recently, one of your employees has been coming to work inappropriately dressed. Explain how you would handle the situation with the employee to help him/her “dress for success” in the workplace. Also, discuss what steps should be taken so that this situation is not repeated with other new employees.

CASE 5: One of your department managers has been reading research that shows that worker productivity rises when employees are able to determine their own hours and even work from home when they want. He wants to try this in his department. What factors would you take into account when making your decision on his request?

CASE 6: One of the employees is preparing to apply for the vacant position as Administrative Assistant to the Marketing Department Manager for which he feels the most qualified due to seniority. On the day before the interviews are scheduled, while in the bathroom stall, he overhears two of the committee members say “We really need to hire a Hispanic.” The employee comes to you, the Human Resources Manager, for advice? How would you handle this situation? What advice would you give?

CASE 7: Joanne is a new employee within PBA, having been hired about one year ago. Joanne works in the warehouse area and is responsible for storing, retrieving and distributing computer parts. Joanne’s

job involves operating heavy equipment and significant physical activities. In addition to working in the warehouse, Joanne also works throughout the PBA offices. Recently, Joanne was distributing computer parts in another department. The manager of that area asked Joanne to prop open a fire door so the supervisor would not have to have someone stand and open the door as Joanne went in and out of the area. Joanne did as requested and propped open the door and completed her deliveries. During that time, the Chief Operating Officer (COO) of PBA walked by the door. When he noted the door was propped open, he stopped Joanne and asked her why she was directly violating a company policy. Although Joanne explained that she was instructed to keep the door open, the COO told Joanne that under no circumstances should an employee violate a safety policy. The COO then reported Joanne's violation to Joanne's manager Steve. Steve followed-up on the safety policy and met with Joanne. Steve indicated that he was disappointed that Joanne had violated the safety policy. Joanne again explained that she had been instructed to prop the fire door open and that she should not be disciplined because of following instructions. Steve told her that safety was a high priority within PBA and gave Joanne a one-day suspension. Joanne has now come to your office and insisted that she wants to meet with you before the suspension occurs. As the Vice President of Human Resources, what actions would you take to address this issue?

CASE 8: Jim is a 20 year employee with PBA and has consistently been a productive employee. His performance reviews have consistently been above average. As the Vice President of Human Resources, you recently reviewed his employment file to verify his employment history because he has been recommended for a promotion. In your review, you discovered that Jim indicated in his application that he was a college graduate. The position Jim is being promoted into requires a college degree as a minimum qualification. In your follow-up with the university that Jim indicated he graduated from, the university indicated that Jim was 5 credit hours short of graduation and does not have a degree. What actions would you take to address this issue?

CASE 9: An employee, John Smith, is taking too many smoking breaks during the work day which is causing a decline in his work productivity. The smoking policy is not clearly defined. As the employee's manager, how should this situation be handled? What steps would you take to address this issue?