

PLANET Student Career Days 2010 Personnel Management – Oral Exam

Read the Following Case Study – 4 Minutes to Review & Discuss

ABC Landscaping has been in business for 25 years and has continued to grow about 8% in top-line revenue year-over-year for the past 15 of those 25 years. Through all the challenges and successes of ABC Landscaping, one employee has really stood out from the rest. George Calderon has been with ABC for the past 18 years and has done a great job moving from general labor to Crew Leader to Foreman and finally to his current role for the past 5 years as a Senior Supervisor. George takes a lot of pride in the quality of his jobs and demands each employee to work hard daily, which has made it difficult at times finding team members willing to work year after year on his crews. Yet George has always respected each and every team member, which shows with his impeccable record of zero progressive disciplinary actions and zero performance improvement plans over the past 18 years.

Three months ago you, the West Branch Manager of ABC Landscaping, hired a new Supervisor to handle the growth of new jobs this season. Michael Lopez is the brother of one the construction department's best foreman, so he came highly recommended with 15 years experience in the industry. In the first few months, you have been very impressed with Michael's job quality and ability to run efficient crews, but you have unfortunately heard rumors that he was not getting along with his peers. You scheduled a talk with Michael and he assured you it was simply that he was the new guy and had to prove his place since most Supervisors get promoted from within.

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At 3:30 pm today the crews were starting to arrive back at the yard. At roughly 3:45 pm, Michael Lopez came into your office and was obviously very distraught with a swollen eye. He told you that 5 minutes ago George Calderon punched him in the eye back by the yard waste dumpsters. After you calmed Michael down, you told him to wait in your office as you went out looking for George. George was no longer at the yard and his cell phone was off. As you asked some other employees around the yard, no one saw the event take place.

Michael Lopez is threatening to file charges against George Calderon. You can't believe your best employee would have just done something like this without the need to defend himself or if he felt extremely provoked. Plus, you can't afford to lose any employee right now since we are in the middle of our spring season!

Student #1 - Respond to Both Questions (Treat Judges as Your Peers) – 2 Minutes

- As the manager, what information are you taking into consideration when deciding the next steps with George and Michael? *the situations ask what happen & get both side*
- What are some possible options you may have to take in terms of discipline for both George and Michael? *time off without pay / termination / job change*

Background Information after Speaking with Michael and George – 2 Minutes to Review & Discuss

- Michael tells you that George came up to him and started yelling for no reason at all. After some back and forth yelling George took one swing and hit Michael. Michael says he did not touch George and then George rushed off.
- George tells you that Michael had accused him of taking equipment without permission to use on side jobs and was about to report this to you. You have often allowed George to borrow equipment in the past. When George confronted Michael to discuss this rumor, Michael shoved George so he hit him in defense.

Role-Play Amongst Yourselves – 2 Minutes

- Now role-play the manager's conversation with George about the decision you made.
(Student #2 is now role-playing the manager and Student #1 will role-play George)