HUMAN RESOURCES

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HUMAN RESOURCES / ORIENTATION

VE Departments Involved
Human Resources

Time Frame/Month for Activity
Late September / Two days

Outcomes
Employees in this department be able to:

- Understand the role of Human Resources (HR) in an organization.
- Organize job descriptions developed by each department (for future postings).

Activities/Strategies
- Convene a department meeting to discuss roles and responsibilities of the HR Department.
- Review job descriptions that were previously completed for this department. After reviewing these, summarize the role of this department, which should be reflected in the Employee Manual. (This department will develop this manual—see Task 5.)
- Have students do further research on the roles and responsibilities of the HR Department.

Online Follow-Up
Research types of issues that the HR department handles using the following websites. Other sites may be researched.

www.hr.blr.com
www.smartbiz.com
www.humanresources.about.com

Materials/Resources
Results of Internet research

Mastery and Assessment
Summary of the role of HR, which should be reflected in the Employee Handbook. A sample is illustrated below:

> *The Human Resources Department recruits employees, manages training and compensation, and plans for future personnel needs. When a company has an open position, Human Resources will advertise, select from the applicants, and then fill the position.*
>
> *The HR Department also creates job descriptions, which includes the type of work and necessary qualifications for the job and is responsible for establishing policies as they relate to compensation (including benefits), recruitment, termination, compliance, and training programs to help improve employee skills.*

HUMAN RESOURCES / TASK 1: ESTABLISHING ATTENDANCE PROCEDURES

VE Departments Involved

Human Resources, Accounting

Time Frame/Month for Activity

Late September / Four Days

Note: A temporary sign-in sheet should be developed until a recording method is put into effect. Incorporate the completed attendance policy into the Employee Manual.

Outcomes

For New Companies

Employees in this department will:

- Create a recording method to keep track of employees' absences, lateness, and overtime using Word, Excel, or Access.
- Create a written attendance policy, which includes the number of paid sick days; the penalties for excess absences and lateness; overtime payment and limits; vacation and sick leave guidelines and procedures.
  Note: This policy should be included in the Employee Manual—see Task 5.

For Existing Companies

Review and evaluate the previous attendance policy and recording method. Make necessary adjustments given the success of the recording method, changes in the company, as well as new coordinator and school district rules.

All Companies

- Deliver a presentation that orients new employees to attendance rules and procedures.
- Interface with the accounting department through meetings, memos and e-mails, so the payroll reflects proper employee attendance.
- Create a department workflow chart, which reflects communication between HR and Accounting regarding attendance and lateness procedures.

Activities/Strategies

- Convene a department meeting to discuss attendance policies and procedures. VP/Manager should delegate tasks to accomplish objectives.
- Prepare an agenda and minutes of this meeting.
- Research and review various attendance recording methods and policies.
- Create a draft description of the attendance policy.
- Create a table to record all timesheet/card statistics (this can be done using Word, Excel, or Access)
  Note: See Task 2. Point out that the list of employee names can be used for the employee database.
- Hold a joint HR and Accounting departmental meeting. Have the Accounting Department review the draft recording method, policy and form and suggest additions or modifications. The two departments must decide on the easiest and most logical way to gather, record and transfer the data between departments. Prepare an agenda and minutes for this meeting.

- Write the final version of the attendance policy and recording method and submit for final approval to the coordinator.
- Create a presentation for all employees that outlines attendance and other policies of the company. (See Task 4.)
- At the next staff meeting, deliver a presentation about attendance policies and procedures and distribute a copy of the attendance policy and recording method to each employee.
- Assign an HR employee to review daily attendance/lateness sheets, which he/she must provide to the employee assigned to payroll. The HR employee assigned to review attendance is also responsible for sending correspondence to employees who violate the attendance/lateness policies. When a letter is sent to an employee, a copy should also be sent to the coordinator.
- The assigned HR employee in charge of attendance and payroll employee will meet (either once or twice a month) to verify data (proofing).
- Create a workflow chart that shows the relationship between the HR and Accounting departments to handle attendance.

Online Follow-Up

Go to **www.blr.com** to research attendance policies.

Materials/Resources

Collect sample forms from HR departments to use as a model.

Mastery and Assessment

- Written attendance policy, workable attendance recording procedure (Directed Writing)
- Presentation that clearly explains the policy and procedures to the employees
- Workflow chart
- Payroll forms
- Agenda and meeting minutes

HUMAN RELATIONS / TASK 2: COMPILING AN EMPLOYEE DATABASE (CLASS ROSTER)

VE Departments Involved

Human Resources

Time Frame/Month for Activity

September / Two Days
All HR employees must be able to update the database as the data is received. Coordinator has the option of assigning this task to one specific employee.

Note: If necessary, the HR Department should identify a member of the firm who is familiar with Excel and/or Access and organize training on its use for groups within the firm.

Outcomes

HR Department employees will:

- Use Excel and/or Access to develop an employee database, which will include fields for first name, last name, address, home phone number, email address, summary attendance, grades, tasks accomplished, purchases made, professional development attendance, college participation, and workshop participation.

Activities/Strategies

- VP/Manager delegates this task to two members of the department who are familiar with Excel and/or Access to design an employee database. *Note: It is preferable to use Access for this task since separate tables can be created.*
- Gather all information necessary to input into the database from resumes and/or employee applications.
- Develop a workflow between HR and other departments that will feed this information to HR.

Online Follow Up

Go to LearningExpress Library for free online tutorial for Excel and/or Access. LearningExpress Library can be accessed from the Resources/Reference Files link on your state's website.

Materials/Resources

- Online Access manuals
- LearningExpress Library

Mastery and Assessment

Creation of an employee database with appropriate fields

HUMAN RELATIONS / TASK 3: CREATING AN ORGANIZATIONAL CHART

Departments Involved
Human Resources and All Departments

Time Frame/Month for Activity
September / Two Days

Outcomes
Employees will be able to:

- Understand the levels of the organization.
- Create an organizational chart using PowerPoint or other software program that contains organization chart generation.

Activities/Strategies
- Convene a staff meeting to discuss company organizational structures
- Distribute sample organization charts: one showing line structure, one showing line and staff structure, and another showing matrix structure.
- Ask employees, which chart depicts the way their company is organized.
- Explain that in line structures, authority originates at the top and moves downward in a line. In line and staff structures, employees are hired to advise and support line functions. In Matrix structures, employees from different departments come together temporarily to work on special project teams, which allow companies the flexibility to respond quickly to a customer need.
- Demonstrate creating organization charts using PowerPoint.
- Have each department create a departmental organization chart and submit to HR. Using departmental charts as a guide, HR will create a company organization chart.

Materials/Resources
- *Entrepreneurship: Ideas in Action*. (Cengage, 2012)
- *Entrepreneurship: Building a Business*. (McGraw-Hill, 2011)
- Example of an organizational chart

Mastery and Assessment
Final version of a company and departmental organization charts

HUMAN RELATIONS / TASK 4: CREATING A WELCOME PRESENTATION FOR NEW EMPLOYEES*

This task does not apply to first-year firms.

VE Departments Involved
Human Resources

Time Frame/Month for Activity
September / Five to Seven Days (Presentation is to be made within the first two weeks.)

Outcomes
Employees will able to:
- Create an outline of the content for an onscreen presentation about the VE company.
- Create an onscreen presentation about the VE company.

Activities/Strategies
- Convene a department meeting to discuss the outline for presenting information about the VE company, its mission, company goals and objectives, and key personnel.
- HR VP/Manager will delegate the creation of a "welcome script" based on the outline, which should be written in Word.
- HR VP/Manager will delegate the creation of the slide presentation based on the script to three employees.
- Presenters will "cue" the script with the slide presentation and practice delivery to the department. Members will comment on the presentation; modifications to the presentation will be made based on comments received from department members.
- Practice delivery of presentation.
- Print audience handouts of the presentation to be distributed to staff when presentation is given.

Online Follow-Up
Go to LearningExpress Library for free online tutorial for PowerPoint.

Materials/Resources
Cued script

Mastery and Assessment
- Outline
- Script
- Cued Script
- Presentation
- Audience Handouts

HUMAN RELATIONS / TASK 5:
CREATING OR UP DATING THE EMPLOYEE MANUAL

VE Departments Involved
Human Resources, Administration

Time Frame/Month for Activity
October—ongoing

- Create or edit the company's employee manual.
- Forward the outline of the manual to HR employees who are working on Orientation Presentation. (See Task 4.)

Outcomes
HR Department employees will:

- Explain the purpose of an employee manual.
- Develop an employee manual for the company and/or review and evaluate the previous employee manual and make necessary adjustments given new staff, changes in company, or coordinator.
- Meet with other department VPs to get input on manual content.
- Format the manual using Word or Publisher.

Activities/Strategies
- VP/Manager will delegate the task of researching sample employee manuals to several employees.
- Convene a department meeting to review the content of sample employee manuals and decide what topics should be included in your company's manual. Use your company's mission a guide in doing so.
- Create an outline of topics to be included in the firm's employee manual.
- Meet with Administration to gather information and sample forms/documents to be included in the manual.
- Write a first draft of the manual, which should include, but is not limited to the following topics:
  a) Job descriptions
  b) Employee duties and responsibilities
  c) Employee benefits
  d) Company policies and procedures regarding absence, lateness, dress code, and evaluation
  e) Letter formats and standard office forms and procedures
  f) Diversity policy
  g) Discrimination policy
  h) Sexual harassment policy
  i) Safety procedures
  j) Company etiquette (dress code, behavior, telephone and e-mail techniques)
  k) Internet and e-mail usage/policies
- Create a draft document using Word or Publisher.
- After first draft is written, a meeting with all department heads should be called to discuss, revise content of the manual.
- Human resources will receive a signed receipt for the manuals distributed to each employee. The proper update and maintenance of the manual will be the responsibility of a designated employee.

Online Follow-Up

Go to **www.blr.com** and **www.humanresources.about.com** to find sample employee manuals and topics to be included.

Materials/Resources

Samples of actual employee manuals

Mastery and Assessment

First draft of employee manual (Directed Writing)

HUMAN RELATIONS / TASK 6:
CREATING PROFESSIONAL DEVELOPMENT WORKSHOPS

VE Departments Involved

Human Resources

Time Frame/Month for Activity

October—ongoing

Outcomes

HR Employees will be able to:

- Create informative presentations on the following suggested topics (some topics may be combined; additional topics are noted below). These workshops should be scheduled to be delivered to the entire staff throughout the year:
  a) Proper dress and behavior in the workplace
  b) Using appropriate telephone and email communication techniques
  c) Internet and email usage and policies
  d) Using PowerPoint
  e) Excel Basics
  f) Productivity features in Word
  g) Elements of the resume and cover letter
  h) Grievance Procedures
  i) Insurance Policies
  k) Business Ethics
- Create a workshop evaluation form.
- Deliver the presentations at the staff workshop. Workshops in PowerPoint, Excel Basics and Productivity features in Word should be hands-on. Staff members may be directed to use LearningExpress Library online tutorials in this workshop. LearningExpress Library may be accessed by clicking the Resources/Reference Files link on your state's website.

Activities/Strategies

- Convene a department meeting to discuss workshop schedule.
- Determine which workshop will be offered first, second, etc.
- Send out a memo announcing workshop schedule.
- The VP or Manager may assign one topic to two employees in the department.
- Those responsible for developing the presentation should discuss the objective of the presentation and the information they feel must be included.
- Direct HR employees to think about how they will achieve the objective of the workshop.
- Use the Internet to research topic.
- Write a script that contains all the information for that topic (Directed Writing).
- Summarize relevant points of information. Use the information to develop slides.
- Cue the script and the slides.
- Have HR department members brainstorm those items that should be included in an evaluation form. Elicit how they will know if staff members achieved the objective of the workshop.

Online Follow-Up

- LearningExpress Library online tutorials.
- Conduct additional online research on the topic

Materials/Resources

- Microsoft PowerPoint or other presentation software
- LearningExpress Library online tutorials for PowerPoint, Excel, and Word

Mastery and Assessment

- Creation of informative presentations on various topics
- Creation of an evaluation form

Additional Topics

HR Department Personnel Workshops

- Job Applications—How to evaluate job applications
- Job interviews—How to hold interviews and evaluate interviewee
- Keeping your employees happy and productive

Computer Instruction

- Conducting online searches
- Word
- Excel
- Publisher
- PowerPoint
- Access

HUMAN RELATIONS / TASK 7: CREATING COMPANY FORMS (TEMPLATES)

VE Departments Involved

Human Resources

Time Frame/Month for Activity

October / Five Days (This is activity will be ongoing throughout the year.)

Outcomes

HR Department employees will be able to:

- Use Microsoft Word to create form templates.
- The forms will be put into a server file that is accessible to all employees (Pre-existing firms may have the students create all new forms or update previous forms.)

All employees will be able to:

- Access the form templates, fill them out, and forward them to HR through interoffice email, if appropriate.
- Maintain a personal file of copies of all submitted forms.

Activities/Strategies

- Using Microsoft Word tutorial and other materials, learn how to use Word to create form templates.
- Explain that there are templates that are simply model documents; there are templates that are considered "forms" – that is, documents that require information to be entered by the user.
- Forms to be created might include:
  - Attendance sheets
  - Letters of: warning, dismissal, demotion, transfer, appreciation, commendation
  - Evaluation task sheets
  - Meeting schedules
  - Meeting minutes (sample online at www.veinternational.org)
  - Presentation schedules
  - Calendars
  - Business plan task schedules
  - Trade fair task schedules
  - Annual report task schedules
  - 401(k) forms
  - Trip forms
  - Grading forms
  - Evaluation form
  - Purchases made
  - Professional development attendance forms
- Hold an instructional meeting for the entire company on how to access the forms, fill them out and e-mail them back to HR.

- Assign an HR staff member to instruct each department on the creation of forms in Word that is relevant for their department.
- Each department is to create a department specific form templates.

Online Follow-Up

- LearningExpress Library Microsoft Word tutorial
- Search the Web to review professional forms that can be used as model documents.

Materials/Resources

LearningExpress Library

Mastery and Assessment

Hard copies of the templates

HUMAN RELATIONS / TASK 8: CREATING AN EMPLOYEE PERFORMANCE EVALUATION

VE Departments Involved

Human Resources

Time Frame/Month for Activity

October/Five Days

Note: This task is for new and existing firms. Students should create new forms; they may, however, use last year's form as a guide.

Outcomes

HR Department employees will be able to:

- Use Word to create form templates.
- Develop an employee performance evaluation form.

Activities/Strategies

- Direct the HR Manager/VP to conduct a department meeting. The purpose of the meeting is to create an employee performance evaluation form.
- The HR/Manager should create an agenda.
- Before the meeting, have department members' research the Web for sample employee evaluations or ask the firm's business partner to provide sample forms from their company.
- At the meeting, have the HR Manager/VP assign the task of taking departmental minutes.
- Direct Department members to share their findings. Using other HR forms as a model, determine those items that they feel are important to include in developing their own.
- The HR/Manager should assign the task of creating a form for the firm. (The form may be created using Word or Excel . The form should include a mathematical conversion to a numerical grade.
- At the next staff meeting, have the HR Manager/VP share with the entire company the form that was developed, which will also communicate the expectations and "grading policy" of the firm.
- The HR Department, along with each department VP and the coordinator, will evaluate each employee before the end of each marking period using this form.

  It is suggested that the following items be considered in the evaluation process. HR staff must decide what percentage each item should receive in the total evaluation.

  - Attendance
  - Punctuality
  - Dress compliance
  - Employee purchases
  - Personal evaluation
  - Completed log
  - Completion of assigned projects
  - Teamwork/Communication
  - Ability to meet deadlines

Online Follow-Up

Search the Web for employee performance evaluations that may be used as a basis for developing one for your firm.

Materials/Resources

Sample employee performance evaluation, including the one that is provided in the Resources/Reference files section of your state's website

Mastery and Assessment

Final copy of employee performance evaluation form

HUMAN RELATIONS / TASK 9: DEVELOPING A LETTER OF REPRIMAND, DISMISSAL, DEMOTION, UNDESIRED TRANSFER, ETC. ("BAD-NEWS" MESSAGES)

VE Departments Involved
Human Resources

Time Frame/Month for Activity
October/Two Days

Outcomes
Employees will be able to:

- Develop the content and format for the bad-news message.
- Help the reader of the message to understand that this bad-news message represents a company decision that is fair and reasonable.
- Use the indirect approach for bad-news messages.
- Proofread each message for correct grammar, punctuation, spelling, format, and adherence to the department plan.
- Follow Administration policies on selection of staff to receive this communication.

Activities/Strategies
- Practice and review the indirect approach to communicate bad news consisting of four parts:
  a) A positive buffer.
  b) Reasons supporting the negative decision.
  c) A clear, diplomatic statement of the decision.
  d) A helpful, friendly, and positive closing.
- Provide guidelines for writing bad-news messages, which should include:
  - Establishing the proper tone at the beginning of the message.
  - Presenting bad news in a reasonable and understandable way.
  - Encouraging the reader to take constructive action.
  - Closing messages on a friendly, positive note.
- Provide employees with the following outline. Remind them that bad-news letters involve saying no. (For example, "You were not hired / We will not refund your money / You will not get this credit card.")
  - Paragraph 1 – Positive buffer.
  - Paragraph 2 – Explanation (most or all of the reasons for negative response), implied refusal, or a direct refusal buried in a reason.
  - Paragraph 3 – A suggestion, if you can offer something, or a solution.
  - Paragraph 4 – Talk about the future.
  - Paragraph 5 – Courteous closing.
- Create the appropriate format for the message.
- Use a letter template in Word.
- Use memo format for any message sent through interoffice mail.
- Determine reasons for sending bad-news messages from the Human Resources Department, including letters of dismissals, demotion, undesired transfers, attendance and sick leave problems, etc.

- Meet with the Administration Department to clarify which series of events require this communication.
- Proofread letters and memoranda for grammar, spelling, format, and style.
- Send communications as required and keep a copy for the employee's file.

Online Follow-Up

- Go to **http://owl.english.purdue.edu** for writing tutorial (Purdue University Online Writing Lab).
- Use LearningExpressLibrary Workplace Skills Improvement Business Writing Guides

Materials/Resources

Thomas Means. *Business Communication,* 2nd Ed. (Cengage Learning, 2010)

Mastery and Assessment

- Letter of Dismissal (Directed Writing)
- Policies for Letters (Directed Writing)

HUMAN RESOURCES / TASK 10: WRITING AN EFFECTIVE LETTER OF APPRECIATION OR COMMENDATION

VE Departments Involved
Human Resources

Time Frame/Month for Activity
October / Two Days

Outcomes
HR Department employees will be able to:

- Develop a goodwill message in the appropriate format.
- Offer congratulations to make the reader feel appreciated and express praise or thanks for a worker's good performance.
- Proofread each message for correct grammar, punctuation, spelling, format, and adherence to guidelines for writing goodwill messages.
- Meet with the Administration Department to determine system for recommendations for congratulatory messages.

Activities/Strategies
The following strategies should be employed during a department meeting with the members of the Human Resources Department:

- Review reasons for sending goodwill messages from the Human Resources Department, including letters of commendation, letters of appreciation, letters of promotion, and letters of desired transfers.
- Meet with Administration to clarify the system for recommendation for a goodwill letter or memo.
- Write several sample letters that can be used and customized for specific employees.
- Use letter format for any message sent to an employee's home.
- Use memo format for any message sent through interoffice mail.
- Proofread message for correct grammar, punctuation, spelling, format, and style of communications.
- Send letters as required and keep copies in employee files.

Online Follow-Up
- Locate Human Resources sites that may provide samples of goodwill messages.
- Go to **http://owl.english.purdue.edu/** for writing tutorial (Purdue University Online Writing Lab)

Materials/Resources
Thomas Means. *Business Communication*, 2nd Ed. (Cengage Learning, 2010)

Mastery and Assessment
- Letter of Commendation (Directed Writing)
- Policies for Letters

HUMAN RESOURCES / TASK 11: ESTABLISHING PROCEDURES TO IMPLEMENT THE 401(K) PLAN

VE Departments Involved

Human Resources; One Representative from Accounting and Finance

Time Frame/Month for Activity

November / Two Days

Outcomes

Human Resources and Accounting and Finance employees will:

- Review IRS information about 401(k) plans.
- Identify the benefits of participating in a 401(k) plan.
- Determine the necessary steps to implement a 401(k) plan.
- Create an election form for employees to use to enroll in a 401(k) plan.
- Develop a spreadsheet that is used to maintain a record of the contributions made by the firm and each employee.
- Select an investment alternative from among the choices offered by the plan administrator.
- Create a flow chart identifying the steps necessary to implement the 401(k) plan.

Activities/Strategies

- Have the VP of Human Resources convene a meeting of the department, joined by representatives from Accounting and Finance. Explain that the company Board of Directors would like the company to offer a 401(k) plan to its employees. (As preparation for the meeting, department members have been asked to research 401(k) plans and will have read "What is a 401(k) plan? Here is a quick overview," IRS Publication, "Elective Deferrals (401(k) Plans)" and IRS Tax Topic 401(k) Plans.
- Have the VP of HR prepare an agenda for the meeting that will address the following issues:
  - How will the implementation of a 401(k) plan affect the company and the employees? (The company will match the employees' contributions and will have an expense. Employees will derive a two-fold benefit: the company will match their contribution to the 401(k) plan and the amount of their contribution is exempt from federal income taxes.)
  - How will the steps that are necessary to implement the plan be carried out?
    1) Promote enrollment in the plan.
    2) Prepare an enrollment form for employees to indicate their willingness to participate and indicate the amount of the contribution to be withheld from their pay.
    3) Develop and maintain a record of each employee's contribution to the plan and the firm's contribution for each employee.
    4) Establish a procedure to transmit the contributions to the plan administrator of your choice.
    5) Determine how the money contributed to the 401(k) plan (called the plan assets) will be invested.

After allowing sufficient time to discuss the above, have the VP ask the group to develop a work flow diagram that includes each of the steps listed above. A sample inter-departmental workflow is provided below.

Online Follow-Up

- Research 401(k) plans.
- Go to www.irs.gov to research the tax implications of 401(k) plans.

Materials/Resources

- **http://www.irs.gov/formspubs** (IRS Tax Topics *Topic 424 - 401(k) Plans)*
- **www.401khelpcenter.com/401k_defined.html**
- Sample 401(k) inter-department workflow of 401(k) implementation (See below.)
- Maintaining the 401(k)—Manager's Activities (See below.)

Mastery and Assessment

- An election form for employees to use to enroll in a 401(k) plan has been developed.
- A spreadsheet to maintain a record of the contributions made by the firm and each employee has been developed.
- A 401(k) plan has been opened and a plan administrator has been selected. An HR employee has been designated to select the investment alternative for the 401(k) plan assets.
- A workflow depicting the implementation of the 401(k) plan has been developed.

HUMAN RESOURCES / TASK 12: IMPLEMENTING THE 401(K) PLAN

VE Departments Involved

Human Resources, Accounting and Finance

Time Frame/Month for Activity

November / Two Days, then ongoing through March

Outcomes

HR employees will:

- Present a 401(k) informational seminar to the firm.
- Distribute an election form to each employee.
- Complete and submit a 401(k) application to the plan administrator.

Accounting Department Employees will:

- Withhold employees' 401(k) contributions from payroll.
- Match employees' 401(k) contributions.

All employees will complete and return the election form to the HR department.

Activities/Strategies

- Direct the VP of Human Resources to convene a meeting of the department to prepare a 401(k) PowerPoint presentation to the firm. The presentation should include: a) an explanation of the benefits of participating in the plan; b) instructions to complete the employee election form; c) information about the plan administrator and the company's choice for investing the 401(k) plan assets. (See Task 11 regarding the choice of plan administrator.) The employee election form should be distributed during the presentation and employees should be given a due date to return the completed form.
- Have the Human Resources VP identify HR employees who will open the 401(k) plan by completing and then submitting the application form. 3. Have the HR employees meet with the Accounting employees to review the procedure to: a) withhold the appropriate amount from each employee's pay (per the employee election form); b) ensure that the plan administrator receives monthly payments that include the employees' contributions and the firm's matching contribution.

Online Follow-Up

- Complete the 401(k) application from your chosen plan administrator.
- Make the appropriate payments to the plan administrator

Materials/Resources

401(k) Application form from plan administrator.

Mastery and Assessment

- A 401(k) informational presentation has been developed.
- Employees have completed and submitted a completed election form to the HR department.
- Payroll procedures have been revised to incorporate employees' contributions to the 401(k) plan.
- Accounting Department sends monthly remittance to the plan administrator that includes employees' contributions and the firm's matching contribution, as well as any fees charged by the plan administrator.

HUMAN RESOURCES / TASK 13: PREPARING A COMPANY PRESENTATION ON ETHICS

VE Departments Involved

Human Resources

Time Frame/Month for Activity

December / One Week

Outcomes

Employees will be able to:

- Lead a discussion on the importance of ethics in the workplace.
- Create a written company ethics policy (which should be added to the employee manual).
- Prepare and deliver a presentation on ethics in the workplace for a staff meeting.

Activities/Strategies

- Direct several members of the department to research "business ethics" and print several relevant articles or actual codes of ethics. Distribute these to the members of the department in preparation of tomorrow's meeting.
- The VP should convene a meeting of the HR department and lead a brainstorming session on ethics.
- As points of information surface, a recorder should list them on a flip chart.
- Members of the department will develop a PowerPoint slide show on "ethics in the workplace" to the staff. The points of information should become the basis for a written ethics policy (to be included in the employee manual).
- After the presentation is developed, members of the HR Department should deliver it to the staff at the next staff meeting.
- The written code of ethics should be added to the employee manual.
- Relate this activity to the Economics Lesson 17.

Online Follow-Up

Research business ethics using the following sites:

www.businessethics.ca/cases
www.scu.edu/ethics/practicing/focusareas/business
http://plato.stanford.edu/entries/ethics-business

Materials/Resources

Hard copy of articles printed from websites

Mastery and Assessment

- Completed slide show on ethics
- Written ethics policy to be added to the company manual. (Directed Writing)

HUMAN RESOURCES / TASK 14: ESTABLISHING CONFLICT RESOLUTION POLICIES

VE Departments Involved
Human Resources

Time Frame/Month for Activity
January (ongoing)/Two to Three Days

Outcomes
Employees will:

- Identify potential for conflict in the workplace.
- Establish a conflict resolution policy.

Activities/Strategies
- The day before this task is discussed/assigned, have members of the department research related topics (see Internet Activity sites noted below). Direct members to read the material in preparation for tomorrow's meeting.
- Convene a department meeting. The coordinator will facilitate a discussion about what employee behaviors might contribute to conflict in the workplace. Have employees refer to the readings when responding.
- Elicit what preventions might be implemented to avoid possible conflict.
- The VP of the department will assign the tasks of establishing a "conflict resolution policy." This policy be distributed to the staff and should also appear in the employee manual.

Online Follow-Up
Research office etiquette and human relations in the workplace; review articles on this topic.

Suggested sites:

www.entrepreneur.com
www.mgarrison.com/hrpage
www.mediate.com/workplace

Materials/Resources
Articles about conflict resolution

Mastery and Assessment
Completed conflict resolution policy, which should become part of the employee manual (Directed Writing)

HUMAN RESOURCES / TASK 15: ANALYZING AND EVALUATING LETTERS OF APPLICATION AND RESUMES

Note: The purpose of this task is for HR Department members to review resumes of current staff members as they prepare for real summer internships. This experience will enable HR members to be able to evaluate letters of application and resumes from prospective new employees being recruited, which will take place in May or June.

VE Departments Involved

Human Resources/Administration

Time Frame/Month for Activity

February-March / Three to Four Days

Outcomes

Employees will be able to:

- Identify necessary components of a resume.
- Critique and update their current resumes and letters of application for correct spelling, punctuation and clarity.
- Conduct a professional development workshop on writing resumes and letters of application for prospective new employees being recruited into VE.

Activities/Strategies

The coordinator will facilitate a discussion about the necessary parts of both letters of application and resumes, what is considered an unacceptable resume, what on a resume might attract the attention of an HR professional in wanting to hire an individual.

The coordinator will facilitate the department's critique of previously created letters of application and resumes. *It is important for the coordinator to emphasize that any error in punctuation or spelling on a resume will greatly affect the reader's opinion of the candidate and may result in an applicant not being considered for the job.*

The coordinator will demonstrate using a rubric to evaluate a resume and letter of application (cover letter). Rubrics can be accessed from the Resources/Reference files link on your state's website.

HR Department members will then prepare a PowerPoint presentation on "effective resumes and letters of application" and present it to the staff as part of a staff development workshop. A sample resume and a letter of application should be distributed at this workshop.

Note: As a point of information to staff, coordinator will explain that various template styles are available in Word to format a resume.

Online Follow-Up

- Use LearningExpress Library Job & Career Accelerator, Write My Resume, and Write My Cover Letter
- Go to **http://jobstar.org/tools/resume/samples.cfm** to view sample resumes.

Materials/Resources

- Sample resumes and letters of application to be distributed to the staff
- Rubrics for resume and letter of application

Mastery and Assessment

PowerPoint presentation on "Effective Resumes and Letters of Application"

HUMAN RESOURCES / TASK 16: PREPARING A NEWSLETTER ARTICLE

VE Departments Involved

Human Resources

Time Frame/Month for Activity

January, for the first issue, and then ongoing throughout the year as more issues are planned.

Outcomes

Employees will:

- Produce a newsletter article that reflects news from the HR Department.

Activities/Strategies

- Convene a department meeting to discuss ideas for a newsletter article.
- After a decision is made as to what the first submission should be, the VP will direct one or several department members to write an article. This task should be rotated each month so that all members have an opportunity to submit one article.
- The VP should assign another department member the task of securing any visual that might support the article. This might be a photograph of an employee or department staff. Clip art or photographs from software might also be used.
- Once the article is written, the electronic file should be given or e-mailed to Administration.

Online Follow-Up

Go to **www.google.com**. Search "company newsletters" to gain insight into the content of company newsletters.

Materials/Resources

If an existing company, sample newsletters from previous years.

Mastery and Assessment

Company newsletter article (Directed Writing)

HUMAN RESOURCES / TASK 17: DEVELOPING A RECRUITMENT STRATEGY AND PRESENTATION

VE Departments Involved

Human Resources

Time Frame/Month for Activity

April/Five to Seven Days

Outcomes

Employees will:

- Develop an application for incoming employees (students).
- Create a slide presentation using PowerPoint or other presentation software to recruit new employees.
- Create an outline, a script, and corresponding slides.

Activities/Strategies

- Convene a department meeting to discuss strategies for recruiting new employees. One of the strategies might include a tour of the VE room and distribution of an "informational brochure and welcome packet."
- Encourage department members to brainstorm ways to "advertise" the program. Have members articulate the positives of the program and what skills they have developed (information that can be included into the presentation).
- Create an outline to present information for prospective employees.
- Develop a script for the presentation.
- Summarize points of information from the script and develop corresponding slides. Include pictures of activities and work created by present employees (some of the work can be scanned).
- Prepare audience handouts, which may include work that was completed during the year.
- Develop an application. Discuss information that should be included on this application. (This application should be distributed to prospective employees and collected.

Online Follow-Up

Research strategies for recruiting personnel, which can be found at **www.humanresources.about.com** as well as other sites.

Materials/Resources

PowerPoint or other presentation software

Mastery and Assessment

- Completed application
- Outline, script and presentation slides
- Completed script cued to the slides—oral presentation

HUMAN RESOURCES / TASK 18: PREPARING FOR TRANSITION

VE Departments Involved
All

Time Frame/Month for Activity
June/Three Days

Outcomes
Employees will:

- Prioritize items to be saved in their department.
- Back up all computerized work.
- Create a checklist of necessary items/information needed to reopen the company in September.
- Store files in a central location and provide a "transition memo" that give directions to new managers as to where to find needed items.

Activities/Strategies
- Each department should convene a meeting to discuss the following:
  - Which items, files (hard copy), and data need to be available in when the company opens in September.
  - How to back up electronic files and where to store them over the summer.
- The VP will write a summary memo that will provide information to the new group of managers indicating where they will find necessary electronic and hard copy files. This memo should also include any necessary directions for follow up by the new management team. This memo should be given to the coordinator and kept in a safe location.

Mastery and Assessment
- Transition checklist
- Proper filing and storage of files
- Memo to new management team