

Management by Proverbs Layoff Exercise

Your company is downsizing and you have been charged with laying off two of your five employees. Using whatever criteria you deem best, please select from among the following employees. All of them work at the same level (job title: “generalist”) in the human resources department of your company.

Carla: Hispanic female, age 31, three years in human resources, Associate degree in business. Carla was the HR department's “employee of the year” last year and is a popular and influential member of your group. She is a single mother of two children, ages 3 and 5.

Ted: White male, age 25, newly married, six months in human resource management, three years with the company. Ted has an MBA and has been rated as “excellent” the past three years. He also saved the company \$3.8 million last year through his suggestions to implement review of medical insurance payments. Ted is the highest paid human resource generalist.

George: Black male, age 51, 33 years with the company and 15 years in the human resource department. George started as a shipping clerk and moved up to his current position. He has a high school diploma and has taken some college courses in human resource management. His performance ratings over the past three years have been outstanding, average, and above average. George is married with three grown children, all of whom have been graduated from college. George wants to retire at age 60.

Steve: White male, age 48, Ph.D. in Geography. Four years with the company, all in human resource management. Steve was a college professor, but he was laid off when the university eliminated the geography department. He has five children ages 8-20. Two children are in college and two are in private secondary school. Steve is recently widowed. His performance the past three years has slipped from above average to average to below average, coinciding with his wife’s illness and passing.

Tanya: Black female, single, age 22. Recent college graduate with a 4.0 average in business. Tanya is still a probationary employee (all employees have this status for their first six months). In her four months with the company, she has complained of sexual harassment and has even threatened to go to the EEOC about the treatment she has received from one of the managers. This is Tanya's first full-time position and her performance has been competent.