

EXERCISE INSTRUCTIONS

- Choose someone to scribe on the chart paper.
- Using the scenario (below), answer the questions.
- Choose someone to out-brief the large group.



SCENARIO

We will be doing multiple group exercises using this scenario as the basis for the activity and discussion. (Scenario continues to the following page.)

Bob, the Program Manager for the Home-Away, USA Bowling Center is really looking forward to the day because it is the start of the summer leagues with Child and Youth Services (CYS).

When Bob arrives at the Bowling Center he notices the door is not secure. The Assistant Manager, Mary, usually locks up in the evenings. Bob wonders why the door is not secured.

Bob enters the facility and calls out to see if anyone else is there. No one responds so he enters the facility and checks to see if any of the other doors are unlocked and does a quick check to see if anything is out of place. All of the other doors were secure and nothing seems to be out of place. Bob makes a mental note to discuss the situation with Mary but is not overly concerned since this has never happened before and it is in fact an Army installation with military police patrolling all night.

Bob continues to go about his morning routine and the rest of the Bowling Center staff begin arriving for work and preparing for the league participants who will arrive in an hour. The bowlers from CYC arrive and Bob begins to issue shoes. He tells the cashier, "if any other customers need rentals, I'll just ring them up on your register until we've slowed down a little."

A few minutes later one of the CYC staff asked Bob, "Are there a few more children's sized bowling balls available? Even with sharing there doesn't seem to be enough bowling balls for each lane." Bob responds, "Hmmm, that's weird, I just ordered more than enough to have at least two child-sized bowling balls per lane." Bob was puzzled by the question because just the day before he had asked a staff member to ensure that all of the new eight and ten pound bowling balls, purchased last month, were out and available for the youth league. He is able to get a few of the participants to use the next weight up and the league play goes well. Everyone seems happy Bob thinks to himself, today was a good day.

It is also the end of the month and Bob is looking forward to doing his inventory. He prides himself on keeping the best inventory on the Garrison and every month he proves it. However, today will be different. Bob had to miss the last two inventories due to a family emergency. He asked Josh, who is an outstanding employee, to

conduct the inventories thinking it would be great training for him. The inventories would be complete and someone else would be able to do it when Bob is not available. Bob told Josh, "Just pick someone from the staff to assist you with the count." Josh picked a newly hired employee, thinking he might as well take the new guy, this way he (Josh) can get the count done and train the new guy the way he likes to do it.

Bob starts reviewing the inventory with Josh assisting and he (Bob) notices that even though the records show that everything is in its place and accounted for, something seems odd. He questions Josh who then looks at his notes and states that everything was accounted for the previous month. Bob takes note and moves on, not wanting to disturb his rhythm as he wants to get everything accounted for in a timely manner. He'll go back and investigate later when he has more time. Bob finally gets everything entered into the system so he decides to look into the issue that he discovered while reviewing the inventory with Josh. He pulls the past three inventories and begins to cross reference everything. He notices the problems quickly and calls Josh into the office.

Later that day, during a cash count, he discovers that the change drawer is short \$157.00. This has never happened before. He looks at the past months records and cannot find any errors. He goes to his SOP to check the steps that he needs to take in this situation. They are dated before his time, and are based on using an old system - Micros. He uses RecTrac for everything now. He tries to figure out where and when the discrepancy might have occurred, but things just don't match up. Bob is not sure what steps to take to resolve this issue and prevent future occurrences. Frustrated, he thinks, "I'll look into it later when I have more time."

The next day Bob arrives to work to find out that his head cashier, Susie has called out sick again. Susie has been working at the Bowling Center for six months. Since completing her 1 year probationary period, she has called in sick at least one day a week, every week. Bob is not looking forward to counseling her again. Bob has spoken to her about this issue several times. He has informally counseled her and has placed her on a leave restriction requiring that she provide a doctor's note when leave is not prearranged, but he has never formally counseled her. Since the last informal counseling, Susie has been out at least two days a week, but she has brought in a doctor's note, as requested. Because of her history, this time he knows that he should go ahead and make arrangements to cover her shift for at least the next two days. Bob says (to himself), "If only she would call in the day before then at least I could schedule someone in advance to cover her shift." Bob is at his wits end so he makes an appointment with his Human Resources Department to request guidance on how to deal with this situation with Susie. He can't do it today because now he has to get ready for another special event.