

### Section A: Table 1: Human Resource Manager Work Metrics

You are the Chief Nursing Officer and have the largest number of management positions because yours is the largest department in the hospital. With a total of 33 positions that include house supervisors, unit managers, and charge nurses, you are being asked to reduce the total number by 30%, or ten (10) positions. Further attrition through job changes or retirement is not anticipated. Human Resources has established two criteria for the reduction in workforce (RIF). These are last hired and low performance. Each department is sent a chart that includes this information on employees who have been with the hospital 15 years or less and the performance rating for each.

Your table has no identifiers and while you might have an idea of who the people are, you have only positions information available. Your table looks like this:

Roxboro Medical Center Human Resources Manager Work Metrics					
Position	Years since Hire	Time in Management	Performance Rating Ave/Recent	Unit Size/ number of beds	RIF or Stay Rationale
HS.1	10	3 years	High/High		
HS.2	12	8 years	High/High		
HS.3	15	12 years	High/Low		remove
UM.1	6	2 years	High/High		
UM.2	5	18 months	High/High		remove
UM.3	4	2 years	High/Low		remove
UM.4	7	5 years	High/Low		remove
UM.5	10	9 months	High/High		
UM.6	15	5 years	High/Low		remove
CN.1	5	1 year	High/High		remove
CN.2	8	4 years	High/High		
CN.3	3	2 years	High/High		
CN.4	2	6 months	Too soon to evaluate		remove
CN.5	12	4 years	High/Low		remove
CN.6	6	2 years	High/Low		remove
CN.7	8	3 years	High/Low		remove

\*Performance evaluations are expressed as A/R = average for years in position/most recent year  
 HS=House Supervisor; UM=Unit Manager; CN=Charge Nurse;

Based only on the Human Resources given you in this table include the following information in your paper:

Who will you choose? The first option was to remove one HS, next between CN and UM divide the other nine positions. Rationale? My rationale between the HS was based on performance evaluation. Next between the UM and CN I considered years of service and performance evaluation, then looked at how long they were in the position.

What was your approach to making the selection? My decision was based on who I could eliminate from the role keeping the role filled with a backup plan. Next, I weighed the UM and CN equally, as an experienced CN can transition into a UM to even the numbers. The HS were weighted by their PE results, as they are the closest line to direct administrative leadership. UM can be used to fill into HS positions to assist with missing coverage, and call providing shared leadership responsibility throughout the organization.

How easy or difficult was it to make your decisions with only this information? With limited information, the decision was not difficult by just rating on the basic information provided. Not knowing how many beds on the unit each manager is responsible for, or if they why they were low on their performance evaluations left me feeling uncomfortable if I was making the right decision and needing peer and direct report feedback as to how they perform in their role to analyze and confirm my decision.

What challenges were presented in making these choices? Not knowing unit needs or personal performance with direct reports and peers.