

PLAYER'S BRIEFING PAPER

COMPANY BACKGROUND

Slurp used to be a traditional importer and retailer of wines trading under the names of its original founders Stockard and Waugh. As the market became more competitive, the Directors felt it necessary to develop some special service that would distinguish their company from others. Their answer was to offer an educational opportunity. Slurp now enables subscribers to their World Viniculture Club to build expertise about everything connected with the production and consumption of wine. Members of the club are, therefore, able to find exactly the right wine for every occasion and to dazzle their friends by a display of knowledge.

The company has been hugely successful. It has built relationships with wine growers in all parts of the world and has 'Ambassadors' (as it calls them) in seven countries. It has a wine cellar at Boughton Monchelsea in Kent and it operates Grapevine College at Bampton in Devonshire. Courses at Grapevine College take from two weeks (leading to the Wine Buff Apprentice Certificate) up to six months (Cultured Wine Buff Certificate).

The rapid expansion of the company has led to many changes in the organisation since its inception. A comprehensive review of the company's strategic plans for the future and its ability to achieve these with its current resources has recently been completed. One area where the company has identified a weakness is in its ability to attract and retain staff. The company currently has a number of vacancies that need to be filled and it recognises that in an environment with full employment it has to be able to attract the best candidates and ensure they perform once in post.

GAME SCENARIO

An organisation chart, showing the structure of the company, is provided at the end of these instructions.

The company currently has two positions that have become vacant because of general staff turnover and it has created a new position making a third vacancy which needs to be filled.

The headcount, excluding the vacant positions, is 40 and the staff turnover rate is running at 30% per annum, which equates to an average length of service of 3 years and 4 months per employee.

OBJECTIVE

There are two key objectives of the game. The first is to recruit suitable people to fill the three vacancies. The second is to retain both the existing and new staff in order to reduce the turnover and hence increase the average length of service. If the turnover could be reduced to 10% per annum the average length of service would increase to 10 years and the costs of replacing and training staff would be reduced by 67%.

PLAYING THE GAME

The action centres on a board with two game lines. Across the top of the board is a straight line divided into three areas to highlight the different elements of the organisational entry process.

- Light blue – Analysis and Recruitment
- Mid blue – Selection
- Dark blue – Induction

Underneath this is a rectangle depicting the on-going efforts of the management to recruit and retain staff.

The board contains two markers, which the playing group moves along the game lines in turn. The red marker moves around the rectangle according to the throw of a dice, the green marker moves along the blue line one step each time.

Each time the green marker is moved the facilitator will give the team a card. Each card contains a question, the answer to which will impact on the long-term match between the candidates recruited by the company and the organisation. Poor decisions will result in poor quality recruits; recruits who do not wish to do the job on offer or who do not fit into the organisation.

When the red marker lands on a picture the team pick up the appropriate card, which has a question on it. Answers to these questions impact on the morale of staff and/or other factors, which affect their willingness to stay. If the red marker lands on a corner exit square the team will lose one member of staff – natural wastage.

FINAL SCORE

Each perfect answer to a question on the straight line of play at the top of the board will increase average length of service by 3 months. The facilitator may award a lesser amount for incomplete answers or even reduce the average service for a badly wrong answer.

Answers to the questions from the rectangle have a maximum score of 10 points each. At the end of the game each point earned will increase the additional service time from the straight line. The loss of a staff member reduces the average length of service by 6 months.

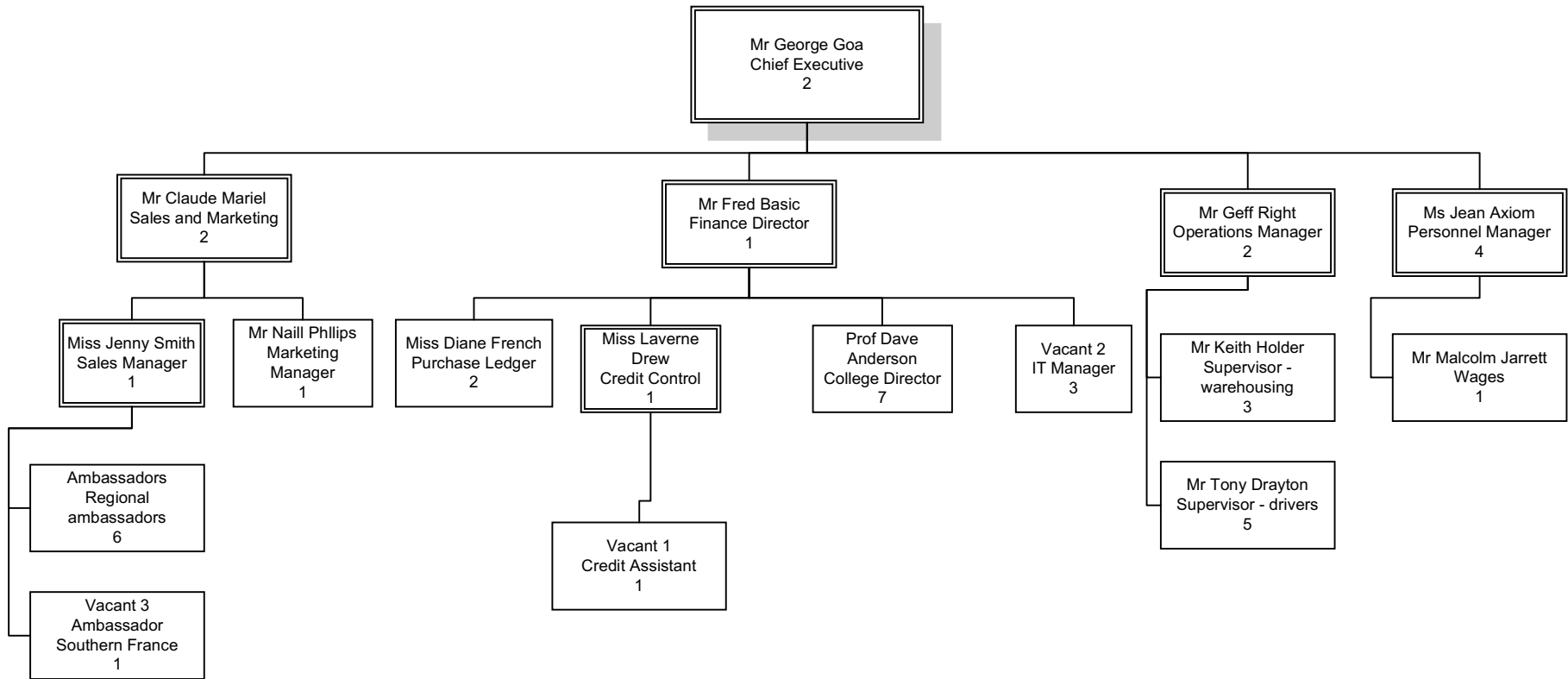
All figures should be rounded up to the nearest month.

Example 1:

15 perfect answers to recruitment questions = 15×3 months	45 months
10 perfect answers to retention questions = 10×10 points = 100 points. This increases the score gained from the recruitment questions by $100 \times 0.50 = 50$; divide this figure by 100 to express it as a percentage. Then multiply by the figure above = $50\% \times 45 = 22.5$	23 months
Original length of service – 3 years and 4 months	40 months
NEW LENGTH OF SERVICE	108 months 9 Years

Example 2:

9 perfect, 5 fair, and 1 wrong answers to recruitment questions = $(9 \times 3) + (5 \times 2) + 0 = 37$	37 months
10 fair answers to retention questions = $10 \times 6 = 60$ points. This increases score above by $(60 \times 0.50)/100 = 30\%$	12 months
Exit square	- 6 months
Original length of service	40 months
NEW LENGTH OF SERVICE	83 months 6 years 11 months



The number shown underneath the post holder shows the headcount. The figure includes the named individual and any staff member not listed separately on the organisation chart.

