

## Making Challenging Decisions

**Instructions:** You are a group of supervisors at the Shur-Time Watch Company. You recently invested in new computer technology that helps workers create products faster. This means that you will have to eliminate at least one of your workers. Read the information and choose the person who will be let go (despedido). The fired worker will receive two week's notice (preaviso) and two week's extra pay.

	<b>OTTO</b>	<b>NILDA</b>	<b>VERA</b>	<b>PHIL</b>
<b>Education</b>	high-school dropout	high-school graduate	high-school equivalency	high-school graduate; some college
<b>Age</b>	27	21	34	23
<b>Marital Status</b>	single; supports his mother	engaged	single mother with two small children	single; lives with male roommate
<b>Appearance</b>	neat and clean	attractive; well dressed	overweight with long, red fingernails	dresses in bright colors
<b>Personality</b>	pleasant; sometimes late; helpful	outgoing and enthusiastic; talkative	seems tired and bored; uncooperative	happy-go-lucky man
<b>Work Record</b>	slow but good worker; accepted by co-worker;	average worker; frequently late; liked by others	uninterested in her job; often late; absent a lot; argues with others	good worker; helps others; always on time; cooperative
<b>Background</b>	disabled; walks with a cane	little experience; limited English skills	was on public assistance; little prior work experience	good work history; was in a fight once
<b>Future</b>	would like to get a better job with the company	wants to marry and have children	works only because of new government law; prefers to be at home with her children	wants to stay with the company and design watches
<b>Other Comments</b>	because of disability, government helps to pay some of his salary	her uncle is a company director	Shur-Time hired her because of government law to get people off public assistance	although a valued worker, does Shur-Time want to keep someone who fights?

### Discuss:

1. What are the strengths and weaknesses of each worker?
2. Which worker would you fire? Why?
3. In case the company decides to fire more workers, who would be the next person to go?
4. Firing a worker is usually difficult because of the worker's personal circumstances. What will happen to Shur-Time's workers if they lose their jobs?

## Writing a Letter

**Instructions:** Write a short but professional letter of termination for the chosen employee. In your letter be sure to mention the following:

- Greet the person
- Tell them the bad news
- Justify the reason for the termination
- Apologize
- Wish them the best
- Close the letter

Dear ...

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Sincerely,

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Shur-Time Watch Company