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| **Summary** |

You work for **Super Safe Security** (**SSS**) and it's your organization's job to make sure that attendees at different events are safe. For example, at the **Classy Convention Center** (**CCC**), you employ individuals to monitor metal detectors to make sure no one enters the center with weapons. Lately, there has been an increase in conflicts at events and, with a high profile event around the corner, you want to be very sure that employees have the skills necessary to make sure that everyone is safe. Specifically, you want to make sure that those individuals monitoring the metal detectors have the skills and abilities to do their job with less than a 0.1% error.

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| **Your Role/Assignment** |

You are the **training manager** at SSS and need to make a recommendation on how to proceed with this situation.

The people below have expressed their feelings and thoughts on this issue. Review them carefully before doing the activity.

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|  | **K E Y P L A Y E R S** |  |

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| **Carl Smith, the Controller at SSS** |  |

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| |  |  |  |  | | --- | --- | --- | --- | |  | |  | | --- | | "Training costs money. All of these employees have already been formally trained in their job. This training would be a refresher and, by the estimates outlined in the training needs assessment, to conduct this training would cost at least $15,000." | |  | |

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| **Michelle Becker, the Sales Manager at SSS** |  |

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| |  |  |  |  | | --- | --- | --- | --- | |  | |  | | --- | | "While I have faith in our employees, the customer has a significant requirement and it's our obligation to make sure that nothing happens. If we drop the ball we will not only lose this customer but it might impact getting other business. Remember the old adage "better safe than sorry" not to mention the SSS mission "to provide safety needs so that the customer doesn't have to worry." | |  | |

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| **Penny Olsen, the PR Manager at CCC** |  |

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|  | **Y O U D E C I D E** |  |

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| **Activity** |

1. How do you respond to each of these perspectives?
2. What is your summary recommendation to move ahead?

In your response, be sure to incorporate what you perceive to be the goals of your organization and how they would impact your decision.