**Scenario:** You are a project manager for Advancement Corporation, which specializes in providing quality pharmaceuticals to doctors throughout the United States. The company is based in Atlanta, Georgia and has over 20,000 employees. As such, Advancement Corporation must have a large, mobile sales force to market the pharmaceuticals to doctors' offices and hospitals. In addition, it is critical that skilled scientists and technicians be hired to ensure the proper development of pharmaceuticals through clinical trials. In summary, it is absolutely essential for Advancement Corporation to continuously recruit, select, and train qualified personnel.

A crisis now suddenly confronts Advancement Corporation. A predatory executive search firm has convinced the following staff members to hand in their resignations after accepting employment with Advancement Corporation's main competitor:

•All of the recruitment and selection specialists with Advancement Corporation's human resources department (20)
•Many of the leading scientists of the corporation (25)
•The top 10 sales managers of Advancement Corporation
As the project manager chosen by the CEO to address and rectify this crisis, you are granted the following authority:

•You have the ability to act as the CEO's deputy. This fact is known throughout the company based on a top management meeting with the CEO.
•The knowledge throughout the company is that it will be the full-time position of the project manager to develop and implement this and similar projects for the corporation.

**Solution:**

Step 1
The greatest opportunity that you should consider is the opportunity of getting in new blood. Some of the employees who are in the same place for long are likely to get stale. These employees are not innovative. Since the company must ensure the proper development of pharmaceuticals through clinical trials. The injection of new blood will go a long way in making Advancement Corporation competitive. In the same context when new employees enter Advancement, it will remind the existing employees that they cannot afford to slack off. At the same time it gives you the opportunity to get rid of troublesome employees.
The greatest challenge that I will face in relation to planning and executing an ongoing solution to Advancement Corporation’s staffing dilemma is the lacuna in intellectual knowledge that will take place. The training provided to employees will be lost. There will be a brain drain. The new people recruited must be trained quickly. The leading scientists are leaving and they may take away the trade secrets to the competitor and the top 10 sales managers may take away customers from Advancement Corporation to the competitor. The business of Advancement Corporation requires a high degree of loyalty and it will be lost because of the exit of these persons.
Step 2
In developing a plan to be presented to the top management, I will consider the costs related recruitment, selection, and training of new personnel. In addition, I will consider the costs related to loss of knowledge, loss of loyalty, and loss of customers. I will pay special attention to the consideration of the cost related to loss of customers, and loss of trade secrets when employees leave our company. In addition, I will also consider the cost of disruption of business, late completion of projects, and cost overruns in projects because of new personnel.
The scope of the plan will be limited to the resignation of 20 recruitment and selection specialists, 25 leading scientists, and 10 sales managers. The plan will limit itself to interactions with the personnel who have been persuaded to resign from their position. The plan will address issues relating to the recruitment and selection of personnel for replacing those that leave the company. It will address incentives including cash and benefits that may be offered to retain employees who have decided to resign from the company. It will also address incentives including cash and benefits that may be offered to attract new employees that will replace those who have left. The scope will include training of the new employees. The deliverables will be the retaining or filling up of the positions of 20 recruitment and selection specialists, 25 leading scientists, and 10 sales managers. The tasks will include meeting with the employees that have decided to leave, negotiating with them, and offering incentives to remain with the company. Also, exit interviews will be carried out with those who have decided to leave. The cost of implementing the entire plan is estimated to be $1.5 million, and the project completion date is three months from the commencement of the project.
The quality issues involved in the project are the actual number of persons who can be persuaded to remain with the company. In addition, the quality issue with recruitment will be the skills, abilities, and qualifications of the new employees , the compensation package offered to the new recruits. The quality of training provided to the new recruits and the ease with which they can be placed in the vacancies created by the resignations.
The risk issues associated with the proposal for dealing with this crisis begin with the risk of high costs if 20 recruitment and selection specialists, 25 leading scientists, and 10 sales managers leave Advancement Corporation en masse. The risks involved with this are the risk of brain drain, disruption of operations, loss of market share, and loss of competitive advantage. There is an additional risk of losing customers and of losing trade secrets to the competitor. Risk issues relating to demoralization of the remaining employees is very important. There is the risk that the employees of Advancement Corporation who remain with the company lose motivation to work.