



Role for Robert Jones

Director of Recreation



You are the Director of the city's Department of Recreation. You are 40 years old and you have been involved in the physical education, recreation and industrial education for most of your life.

You have a team of eight full-time employees, many volunteers and an Assistant Director. You have worked hard in this role and during the last seven years in this role, you believe you have had considerable success designing the city's recreational programs.

You are particularly pleased with the good working relationships that you have been able to develop with local schools and businesses.

You are about to have the annual performance review with your Assistant Director: John Reynolds.

Reynolds, who is responsible for the area's physical education, began working in the department a year ago, immediately after having graduated from college.

You gave Reynolds the primary responsibility of dealing with local businesses and industries and it is this area that is mainly upset.

You have received several calls from respectable members of the community, both business owners as well as executives over the past two months complaining that Reynolds has been pressuring them to donate equipment for the city's recreation programs.

You are worried that Reynolds could have destroyed the good relationships that took you years to develop.

On the other hand, Reynolds has been a highly committed worker, genuinely concerned with the involvement of children in the city's recreational programs.

You wonder how well Reynolds relates to the adult participants, considering this problem with business leaders. Although you don't think any severe action should be taken for now, such as firing Reynolds; you feel that the problems identified must be resolved.

