



EVENT TENT RENTALS

HR – 2016 – FINAL ROUND
JANUARY 2016



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Abstract

Amanda Wallis, president and founder of Event Tent Rentals is facing the aftermath of an unforeseen and tragic accident that killed two of her employees. The scene is still under investigation, causing Amanda to wonder whether all she has built up to this point is gone. Amanda may be facing criminal charges, thus causing her to wonder whether she is going to have a due diligence defence.

Introduction

It was early in the morning on July 3, 2013 when Amanda Wallis, the President and CEO of Event Tent Rentals stepped back into her office. She had just returned from the Bayshore Police Station where she had been all night speaking with investigators. Amanda had been informed that a second Event Tent Rental employee previously in critical condition had passed away. As she left the station, she was told the investigation was ongoing, being examined by both the Police and the Ministry of Labour. They had yet to determine whether criminal charges would be laid, but Amanda could be facing steep fines and even jail time.

As Amanda sunk into her oversized chair, she saw complete disarray around the office. There were company files and documents jumbled together on the desk and some flyaway papers on the floor. She had grabbed these folders quickly yesterday, as Police and Ministry of Labour representatives had been asking for a plethora of documents over the past few days. The past 48 hours had been a whirlwind; she barely had a second to breathe as she cooperated fully with the investigation.

Amanda had a terrible feeling that Event Tent Rentals could be closed as a result of its recent tragic and unforeseen fatal accident. The business was already facing financial challenges and she heard Event Tent Rental's fine could be upwards of \$100,000. Amanda picked up the phone to call her lawyer for an update on the situation. As it rang she wondered to herself whether she was going to have a due diligence defense.

FRIENDSHIP FORMATION AT BAYSHORE UNIVERSITY

In September of 2008, Amanda Wallis was sitting in her Introduction to Business class, looking wide-eyed as her professor explained the various forms of business. Amanda was avidly taking notes, jotting down the differences between sole proprietorships, partnerships and corporations. She had always dreamed of starting her own business, and knew University was a good path in preparing herself for such an aspiration. As her professor moved to explaining the factors to consider when selecting a form of business ownership, Amanda found herself daydreaming about being a business owner. She loved the idea of being the master of her own future, having full control over her destiny.

Moments later, a loud thump radiated from the back of the classroom as a large metal door slammed shut. Amanda was instantly awoken from her daydream. She and the rest of the students in the back row turned their heads, where they saw a redheaded woman scurry in. The woman, named Laura Hollies, made her way over to the nearest empty seat next to Amanda.

Amanda and Laura formed a strong friendship throughout Introduction to Business. This was an unlikely camaraderie, as they were in different stages of life. However, Amanda and Laura did have commonalities: they were both new to Bayshore University, eager to start their promising business studies and both were noticed by their professors because of their hard work ethic.

Amanda Wallis

Amanda, 19, was a young and eager student fresh out of high school. She had no real commitments outside of school, as her main focus was her studies. Amanda was on University scholarship so maintaining an “A” average was vital in facilitating the continuation of her studies. Amanda had no technical business experience, but had worked waitressing at catered events for several years. She was taking Business Administration at the University of Bayshore, but had not yet determined what her concentration would be. However, her preference was to avoid subjective courses such as Human Resources.

Amanda had a strong personality that often clashed with others. She was independent and very competitive. Often times, classmates and coworkers had trouble seeing past her stubborn ways, leading to a lack of respect towards her as a leader. At times, once she was set on an idea there was no convincing her otherwise. However, she was clearly very intelligent and driven, and was always keen to learn and develop new skills. Amanda knew with her strong analytical mind and savvy street smarts she was destined for success.

Laura Hollies

Laura, 38, on the other hand had been a supervisor at Sungrown Produce for the past 15 years. She was at Bayshore University to provide a better life for her daughter. As a single mother, Laura felt many financial pressures. She had also hit a plateau at Sungrown in regards to promotion without further education. Her company had just finished recruiting for a Health and Safety Manager in the business, a position she was overlooked for in

preference to a University graduate. Therefore, Laura realized to secure a more lucrative and enjoyable career, she must pursue higher-level education.

Laura was taking Business Administration at the University of Bayshore, and had registered her concentration to be in Human Resources. She was a very people-oriented individual, filled with compassion and understanding. Laura had a passion for working with others, and wanted to focus on Health and Safety. She had taken various Health and Safety training courses at Sungrown Produce and was also on their Health and Safety Committee.

ENTREPRENEURSHIP: CREATING A BUSINESS PLAN

It was approaching 8 p.m. on April 6th when Amanda and Laura found themselves at a standstill. For this semester's Entrepreneurship elective, they were to develop a full business plan for a hypothetical but feasible business. This business plan was to include a competitive analysis, human resource plan, operational and management strategy as well as projected financials.

Amanda and Laura had been throwing around ideas, but nothing was sticking. They ruled all their brainstorming ideas as too simple, too common, or too boring. Suddenly, as they conversed in a workroom at Bayshore Library, Amanda's phone rang. She yelped in excitement as her sister Wendy announced that her boyfriend of five years had proposed. Amanda and Laura decided to call it a night and celebrate at a local pub with Wendy. Laura's daughter was with her father for the night, so she decided to tag along for a much needed night out.

As Amanda and Laura met Wendy, they quickly began talking wedding details. Wendy explained that she wanted an outdoor wedding, with large white tents in her parent's three-acre lot. She wanted everything white and rose, including all the décor and flower arrangements. After such a long wait, she also wanted this wedding to happen as soon as possible, hopefully this summer. As Wendy wondered aloud where she could rent such specific white and rose amenities, Amanda and Laura made direct eye contact.

Immediately Amanda and Laura knew an event rental business would be ideal for their business plan. It was something they were both passionate about, and it could also function as research for Wendy's wedding. Amanda had been a special events server for years at a local catering company, and had always been fascinated by the sheer amounts of money invested into weddings. Therefore, she knew an organization that focused on providing event necessities such as tents, tables and chairs would be a lucrative business to establish. Laura agreed, having lived in Bayshore her entire life she saw the need for a more modern and elegant rental company.

The next morning, Amanda and Laura congregated in Bayshore library once again. They spent two hours before class and seven hours afterwards seamlessly writing their plan. Amanda focused on the operational side of the business, including details regarding financials and overall business development. Laura focused on the human resource aspect

of the business plan, including how to attract and train employees along with health and safety policy development.

It wasn't long before the business plan was submitted and Amanda and Laura were free for the summer. Amanda returned to serving to make some extra money until September. Laura returned to Sungrown Produce full time, a position she had continued to work part time while at University.

THE PLAN COMES TO LIFE

On April 26th, Amanda was loading her emails during her lunch break when she saw an email from Professor Jackson, her Entrepreneurship instructor. Professor Jackson was praising the business plan Amanda and Laura had submitted. He informed them of Bayshore University's Centre for Entrepreneurship (CE). This facility provided assistance to students or recent graduates with entrepreneurial ideas. CE offered:

- Assistance through consulting which included free business and legal advice
- Details on potential grants and business competitions to secure start-up funding
- Information on proper hiring techniques for new businesses and government requirements such as health and safety legislation
- Access to mentorship opportunities for 12 months which also included a grant of \$10,000

Amanda saw that CE was only accepting summer applications for one more week. Therefore, she called Laura immediately to discuss. Amanda expressed sincere interest in bringing this business plan to life and could not contain her excitement when Laura expressed the same sentiment. Neither Amanda nor Laura had substantial funds to put towards this venture, so obtaining a CE grant would be vital in establishing the business.

EVENT TENT RENTALS

Amanda and Laura got together almost immediately to fill out CE's lengthy application. With Professor Jackson's help they were accepted quickly and received the mentorship grant they had hoped for. They were also able to secure small investments from family and friends. As a result, Event Tent Rentals was formally established.

Event Tent Rental's mission was "to deliver quality and affordable products that help make any event special and unique." While the business focused on weddings due to the sheer number of them in summer months, they also catered to corporate events and other celebratory occasions. Event Tent Rentals' main client case would be locals, as outdoor events were prominent in the small town of Bayshore and in other neighboring communities.

The business was also diversified in the items made available. Event Tent Rentals would provide tent rentals, table rentals and chair rentals. To sustain a competitive advantage, Laura and Amanda would also use their flair for design to establish event themes. For

example, they were to purchase white and rose accented pieces for Wendy's wedding, which could also be used at future weddings.

ORGANIZATIONAL STRUCTURE

Amanda and Laura had well-defined individual roles in the business. They each had very different skills and interests, so these roles were logically very appropriate. They had already put in considerable time and effort in establishing an organizational structure for the business (Exhibit A), as required for their submitted business plan.

Amanda took on the role of Operations Manager in the business. Managing Event Tent Rentals was her foremost priority over the summer, so this was a reasonable role for her to assume. In this pivotal role, Amanda's main focus would be on the management of resources, on planning and organizing bookings, on the financial management of the business and on setting goals and objectives. Amanda had strong time management and organizational abilities, and therefore believed this role would be well within her abilities.

Laura took on the role of Human Resource Manager. Her experience, university concentration and personality suited well to this role. Laura would be responsible for all steps of the human resource management cycle, from posting job advertisements to screening and interviewing employees. Laura would also be responsible for all training and development, including health and safety policy development.

Laura understood the vitality of this role, not only from the two Human Resource courses she had taken thus far at Bayshore University, including a full course on Health and Safety, but also from her practical work experience at Sungrown Produce. Her experience on the Health and Safety Committee at Sungrown in addition to the practical training courses she had taken in her tenure at the company gave her a good idea of what she would be facing at Event Tent Rentals.

Amanda and Laura were also to appoint supervisors to take on pivotal roles at Event Tent Rentals. The supervisors would receive very detailed training to ensure complete understanding of their role. They would have additional responsibilities to the general labourers, most importantly supervising the students and ensuring all health and safety policies and procedures were being followed, including wearing Personal Protective Equipment (PPE). This employee would be an upper year university student, with experience in supervision and ideally in future years would be someone returning from previous seasons.

Other employees at Event Tent Rentals would be the seasonal labourers. They would be responsible for assembling all tents safely in teams. Laura's preference was to employ students from Bayshore University, recruited from university job fairs, because she knew first-hand the difficulties in funding tuition. Therefore, most of Event Tent Rental's workers would be young, generally under the age of 25. This would make them vulnerable workers, and therefore they would be more susceptible to workplace injury. Laura knew statistics

indicated that young people generally take more risks, so she would ensure her training was clear and specific.

THE INDUSTRY

The industry that Event Tent Rentals was operating in was fragmented. As Amanda and Laura found out while engaging in a competitive analysis, there were three main players in the event rental industry in the town of Bayshore. One company was larger than the others holding approximately half of the market, while the other two held approximately one quarter of the market each (Exhibit B). These were all relatively small companies, catering to the market of 21,000 in Bayshore and neighboring towns. However, due to the competition, establishing and sustaining a competitive advantage would be vital for Event Tent Rental's continued success.

The research that Amanda and Laura had completed indicated some main issues with the competition, which created a void in the market for Event Tent Rentals to fill. First, many of the tent rental companies in the area had outdated rental equipment. The biggest player in Bayshore's rental industry had many tents, but they were faded and off colour. Therefore, Bayshore's young and trendy client base felt these tents often didn't match the décor they envisioned. Also, no rental company had themed rental items like Event Tent Rentals would.

PREPARING FOR BUSINESS

Amanda spent the month of May negotiating with suppliers and ultimately purchasing the tents and other inventory. She also began networking with business professionals in Bayshore to spread word of the business and secure potential clients. As suggested by her mentor, Amanda registered Event Tent Rentals with the Canadian Rental Association (CRA) to gain credibility and once again spread business awareness.

Laura was preparing Event Tent Rental employees, recruited through Bayshore University's Job Fair, for the summer. She first developed an orientation program that featured information about Event Tent Rentals and their policies in regards to Health and Safety. She included specific training in compliance with government legislation such as WHMIS training and the Internal Responsibility System (IRS). Laura ensured that health and safety was of utmost concern, as her positive experiences with Sungrown Produce had proven the benefits of a safe workplace. Sungrown Produce had very few health and safety incidents due to their superb training program and dedication to safety, which Laura wanted to replicate at Event Tent Rentals.

In developing an official health and safety manual for Event Tent Rentals, Laura built on the safety requirements and warnings indicated by the tent manufacturer. This included how to safely set up the tent. It also included various safety warnings including the threat of electrocution and the dangers of improper installation. She built on this and tailored it to Event Tent Rentals specifically. The manual also dictated that a supervisor must be on site

at all event locations during tent assembly and disassembly. Additionally, she ruled that a supervisor must investigate all premises before beginning the set up process.

Laura put considerable time into training employees before their first on-the-job assignment. She ensured that teams had a mock tent set-up before they went out. This ensured that any questions or concerns could be dealt with early, before employees were on the job sites. While all employees were also shown how to detect hazards in the workplace, supervisors had an extra day of training pertaining to identifying hazards and concerns in the workplace and learning how to appropriately manage and supervise employees on site.

The role of PPE was also incorporated into employee training and was present in the health and safety manual. Laura ensured PPE was also utilized in the mock set-up training. She wanted to ensure employees knew the benefits to wearing PPE and the negative implications of not wearing the equipment. Event Tent Rentals was to provide hard hats, safety glasses and safety vests for each employee, to be picked up and returned before and after every shift. The employees would need to purchase their own safety boots, to be approved by Laura before their first shift.

In May, Amanda confirmed Wendy's wedding for the first week of June. This was to be their first event. They had also booked other weddings for the summer, along with securing the University's events and friends and family parties. As a result, Event Tent Rental's first summer was met with great success, and the business began to thrive and grow organically.

DEVELOPING A CULTURE AT EVENT TENT RENTALS

As the Human Resource Manager of Event Tent Rentals, Laura ensured she nurtured a positive organizational culture. She made sure all employees meshed well together, as they would be working in small close teams to get their assignments complete. Installing the tents took six to eight employees and cohesion was vital for a timely and efficient set up.

Laura made sure employees also had fun. She arranged various outings and enjoyable events for employees to participate in. For example, hikes on nearby forested trails and trips to local amusement parks. However, Amanda and Laura did not see eye to eye on this issue. Amanda perceived teambuilding activities to be a waste of Event Tent Rental's time and resources. This came as no surprise to Laura, as Amanda's concern had always been the bottom line. However, Laura was heading the Human Resources department and therefore Amanda conceded on the issue. Their different outlooks, with Laura's caring attitude versus Amanda's financial focus created issues, but also made them a well-balanced team.

As the business began, Laura developed and nurtured a strong safety culture. She knew that small businesses faced higher than average safety violations and accidents. However, the various Health and Safety courses she had taken at Bayshore University and her extensive research in the area served her well. It had allowed her to adequately develop appropriate health and safety policies and programs for Event Tent Rentals thus far.

BUSINESS PROGRESSION

The business progressed positively for the next few years. Amanda continued securing more clients, and word of mouth helped the business substantially. Amanda headed marketing to initiate and grow the business. She focused on social media promotion to minimize costs yet establish a far reach. She also fully utilized Instagram and Snapchat to keep followers informed and excited about the unique events Event Tent Rentals could cater to.

The business had started with only seven seasonal employees and one supervisor, enough for one event per weekend. However, throughout the first summer alone, that number had more than doubled. The next season, this number doubled once again. However, Event Tent Rentals was now requiring even more of a time commitment. Amanda was living and breathing for the business, but Laura's commitment was solely on Human Resources. There was some resentment in the different inputs, but Laura constantly reiterated her need for family time.

Event Tent Rentals faced issues in regards to Human Resources, but Laura was able to handle them accordingly. Laura had realized many employees were foregoing their safety equipment, especially in hot summer months. Therefore, she reiterated the importance of PPE to all employees and spoke with supervisors about ensuring employees were complying. She explained to all employees that anyone found without their PPE would be terminated immediately. Laura had received feedback that employees were unhappy making a personal investment in steel-toed safety boots, so she made a deal with a local shoe store that at a cost of \$50 dollars per pair, Event Tent Rentals would cover the cost of safety shoes for new employees.

Since Laura was not present on the job sites, she also found it difficult to continue improving Health and Safety policies at Event Tent Rentals. Therefore, she based many alterations to policies on supervisor input. She also started a health and safety committee to promote open discussion regarding safety. This would allow for Event Tent Rental employees to combine their thoughts and opinions to keep everyone safe.

Amanda was tackling all operational business issues in her stride. She was learning as she went, and having a mentor for the first year was proving invaluable. Professor Jackson was providing guidance as needed, and Amanda felt a sense of relief having such expertise at her fingertips. However, as time went on, she needed less guidance. Therefore, when Professor Jackson left Bayshore two years after Event Tent Rental's formation, Amanda and Laura still felt comfortable on their own.

COMPLICATIONS TO BUSINESS

The business took a turn for the worst in the summer of 2012. Almost every weekend there was a large storm, often requiring summer weddings and events to be moved to indoor venues or cancelled. By year-end, the revenue for Event Tent Rentals was down 65 percent (Exhibit C). They had laid off many employees, and company morale was also down.

However, weather was out of their hands, and financially the business could survive until next season where Amanda and Laura hoped conditions would improve.

As summer of 2013 approached, so did forecasts of vast amounts of rain. When May came around, Event Tent Rentals bottom line had again been impacted significantly. The terrible weather conditions had created substantial damages to Event Tent Rental's tents. While employees of the company were adequately trained and followed the appropriate tent maintenance procedures, the strong winds caused multiple rips and tears in the fabric covers, which were extremely costly to replace.

The tough business environment also led to some infighting between the two owners, which had escalated over the past year. They were constantly throwing around the blame for the hard times. Laura blamed Amanda for not targeting enough clients to make up the lost revenue while Amanda blamed Laura for not having the appropriate personnel to disassemble the tents and hence avoid tent damages.

The infighting also began to impact the company's morale and culture. Employees were starting to become more aware of the financial difficulties occurring in the business, and many expressed worry that their jobs would be threatened. Since Event Tent Rentals was primarily employing students who were relying on this income for their education, the fear significantly decreased morale.

In late May of 2013, Amanda and Laura formally acknowledged their need to separate. The business was no longer allowing Laura to provide for her family, and the long days were getting too much. When Laura offered to teach Amanda how to perform the human resource tasks she had headed over past years, Amanda, in complete disarray and stubbornness declined.

Ultimately, it was decided that Laura would be leaving the business and was to sell her shares to Amanda. Amanda took a small loan from her family to buy Laura out, and knew serious business decisions would need to be made moving forward. Within a few weeks, the buy-out was complete. Amanda was in a tough spot financially but had enough money to continue business operations under a budget.

FEELING THE EFFECTS OF DOWNSIZING

Amanda recognized the need for further downsizing Event Tent Rentals. She scheduled a company-wide meeting, where she explained what had happened. She explained that downsizing was required to prevent the company from going bankrupt. Therefore, approximately 50 per cent of Event Tent Rental's employees would be laid off indefinitely. The 50 per cent that remained would be forced to take pay cuts in order to remain employed by the company. Many employees disagreed, and quit on their own accord in resilience to taking the cut. Unfortunately for Event Tent Rentals, it was their best employees whom had been there for previous seasons that departed.

To replace these employees, Amanda decided to hire less experienced high school students whom she could pay substantially less. Amanda was worried because as a result of the downsizing, she knew that there would be an increased volume of work and added responsibility for each employee setting up the tents. However, financially it was her only option. She also knew young students would be eager to please her as summer jobs were hard to find for high school students in Bayshore.

Since Laura's departure, Amanda faced many challenges in performing human resource duties. She was struggling to find the time to adequately train employees and hence relied on returning employees to show new employees the ropes. Due to the lack of training, Amanda had a few quality complaints from customers regarding incorrect tent set-ups, and employees not wearing their safety vests, which she mentioned to a supervisor and brushed off. She also lacked the appropriate personnel to scope out the landscape before sending employees to work sites. Besides the staffing issues, Amanda had little practical work experience herself, and did not know a lot about the health and safety requirements. As a small business owner, she didn't feel there were a lot of safety risks, and that the real risk to her was financial.

However, Amanda realized she would need to hire a Human Resource Assistant who would perform many administrative tasks along with heading the company's health and safety training. She just didn't have the expertise and personally had no real interest in that area. However, financially she could not afford to make any mistakes with this position, so she decided to take some time to ask around and get some leads. Always conscious of the bottom line, Amanda knew time was on her side as she was struggling with the workload, but she could cope a bit longer. The reality was that even if some resume came across her desk, where would she find the time to actually review these, and then interview for the positions.

A TURNING OF EVENTS

Amanda was walking into the office on Monday morning at the end of June when she grabbed her newspaper and a coffee and proceeded to her desk. She was shocked and elated to read the front-page news that her main competitor had closed down. She immediately recognized this as an opening in the market for Event Tent Rentals. She knew this news must be leaving many clients without tents for their summer events and that she must act quickly.

Amanda immediately sent out several social media blasts, informing the public they still had openings for the summer and that last minute requests were indeed possible at Event Tent Rentals. Three hours later she received a frantic call from a bride who had been left in the lurch for her wedding scheduled this upcoming weekend at her family's home in Bayshore.

Amanda looked at her books and saw that Event Tent Rentals already had two weddings booked for that weekend. However, she knew that she was in no position to turn down business. She was having cash flow issues and could really do with the additional revenue

this event would bring. Additionally, this large wedding would have hundreds of guests that Amanda identified as potential clients. Amanda informed the bride there would be a 25 per cent surcharge for such a last minute request in which she accepted willingly. Amanda then directed her to come in and sign the paperwork immediately.

Amanda was scrambling to find the resources she needed to pull this off in the next five days. Asking some of the current high school students, she was able to hire 10 new high school employees for the weekend. She was not able to interview them personally, and relied solely on what the students passed on about their friends. Her real interest was in having personnel to help get the weddings set up. She had them come in and fill out an application form, and then told them where to report on the day of the set up. Things always had a way of working themselves out and this was one example to Amanda that this was happening again. She needed business and the opportunity sort of fell into her lap. She needed workers, and the workers showed up. She was happy to see the plans coming together.

A usual tent set up required six to eight employees, and she now had three bookings. While the optimal number of employees for these parties would be between 18 and 24, she would have to manage with her 10 new employees, two withstanding supervisors and four University students who had stayed through the downsizing. Therefore, she was to have two groups of five and one group of six employees at each location for this weekend, mixing the new and old employees to form suitable teams. Amanda was pleased with herself for getting everything organized so quickly.

Amanda's 10 new employees were the first Amanda had hired since Laura's departure so she wasn't clear what sort of training they required in this new position. However, from what she understood, the Supervisors had always played a key part of the on-the-job training policy that Laura had implemented. Therefore, she was confident they could guide the team to success this weekend and she could organize formal training for Monday when they returned. There just wasn't that much that could go wrong.

Amanda e-mailed the supervisors to let them know that these new workers would show up as scheduled. She received an email back from a supervisor named Jacob requesting additional training before being sent out, as it was his first event as a Supervisor. However, Amanda advised him to do the best he could for this weekend, and she would figure out the training next week.

THE WEDDING

At 8:30 a.m. on July 1, Event Tent Rental's crew of six workers went to set up the larger tent at the newest booking's wedding. The wedding was to be held later that day. The team looked around quickly and selected a location for the tent to be erected. The previous nights' rainfall had saturated the ground, and this location was the driest of the wetland.

By 10:00 a.m. the team was beginning to construct the tent but facing many difficulties. New employees were unaware how to perform their assigned tasks, were not wearing any

PPE, and many had never constructed anything before. Therefore, employees were incorrectly installing poles and many others were just standing and watching. Jacob was concerned by the situation, but continued doing the best he could as instructed by Amanda. Jacob called Amanda to discuss, but her cell phone went straight to voicemail.

At 10:35 a.m. tragedy struck. When the main tent pole was being put into place, it had come into contact with an overhead electrical service line. As a result, this had sent electric current traveling down the pole to the ground. Due to the saturated ground as a result of the rainfall, five of the six workers were thrown down onto the ground by the shock. Minutes later, as these employees tried to stand up; a secondary shock occurred to those workers lying on the ground. Employees and onlookers were screaming, as blood covered the ground and several employees were not able to move.

By 10:40 a.m., the unharmed crew member and the groom were able to drag employees away from the pole and perform cardio-pulmonary resuscitation on two of the victims. Police and emergency medical services were dispatched immediately and arrived at the scene within 10 minutes.

One of the workers on his first shift, named Alexander was pronounced dead upon arrival. He had been one of the employees that were to receive his training and orientation the following Monday. He was killed by means of electrocution at only 18 years of age. Kelly, another young worker on her first shift was also in critical condition and taken away in the ambulance. Other employees who were also injured included John and Brian, 22 and 17 respectively who were both critically injured with burns and dislocations. Alisha, 19 had burns and other minor injuries.

THE AFTERMATH

Jacob immediately tried calling Amanda again following this incident. She answered this time, exclaiming that she had been at the spa all day, getting her hair and nails done. Jacob interrupted and informed her of the tragic circumstances. He also informed her that the police were currently taking statements and that the Ministry of Labour had been called. Amanda told him not to say another word until she arrived on the scene.

Amanda immediately got into her car and rushed to the wedding venue. When she arrived, the police were taking statements from the groom and the bride's sister, both of whom were on the porch when the incident happened. They had rushed down the porch steps when they saw what was happening to help the injured employees with their burns and dislocated appendages.

The police then took statements and interviewed Amanda and Jacob together. Jacob was giving a detailed description on what had happened, and Amanda was giving operational information about the company to put it into context. Amanda was stone faced, in complete disbelief about what had happened.

When the police had finished their investigation for the time being, Amanda went home. She had just heard that a second employee, Kelly, had turned from stable to critical condition over the past few hours in hospital. Amanda wondered to herself, is everything I have built going to be destroyed? Amanda then stopped being able to hold herself together, and tears shed down her face uncontrollably. Everything she had worked for was crumbling before her.

Once Amanda had composed herself, she called her lawyer to report what was going on. On the insistence of her lawyer, Amanda has hired your management consulting firm to determine if she has a due diligence defense and the reasons for their conclusions. Amanda and her lawyers want to hear how they can best defend Amanda based on her company's Human Resources and Health and Safety policies and programs.

STUDENT QUESTIONS

1. Explain the way in which H&S management is an integral part of business effectiveness and give at least two examples of how H&S management integration into daily operations made (or could have made) a difference.
2. Describe the critical role of the Owner. Did her leadership or lack of leadership have an impact?
3. Discuss and reason why H&S management was (or was not) embedded as a core value in corporate culture. Was the value actually practiced or was it just on paper?
4. List several key elements in the H&S management approach used in the case study (or several that could have been used to achieve improvements).
5. Identify where business benefits and losses occurred in the adoption and rejection of H&S management
6. Will Amanda have a due diligence defense?

EXHIBIT A

ORGANIZATIONAL STRUCTURE

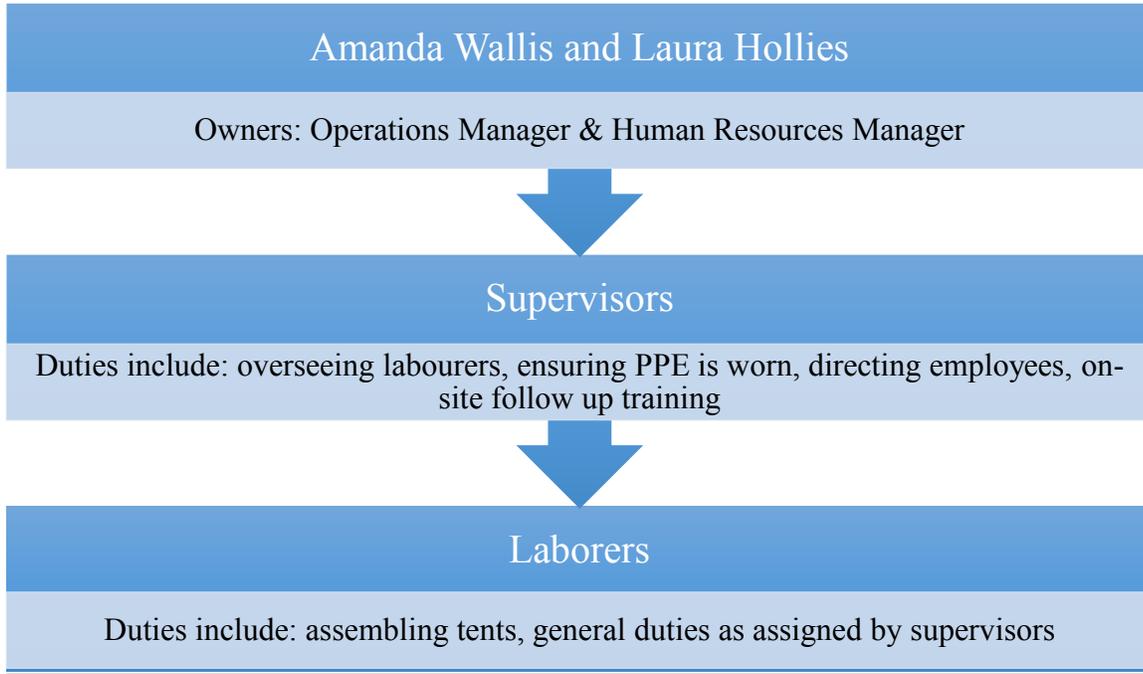


EXHIBIT B

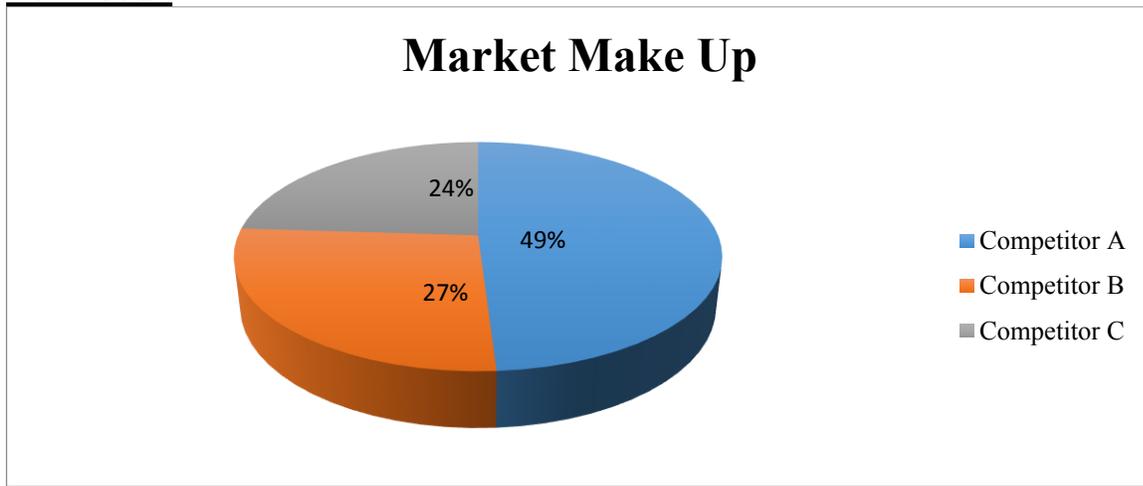


EXHIBIT C

FINANCIALS

Event Tent Rentals					
	2008	2009	2010	2011	2012
Total Revenue	\$95,000.00	\$142,500.00	\$213,750.00	\$299,250.00	\$104,737.50
Total Expenses	\$58,900.00	\$88,350.00	\$132,525.00	\$185,535.00	\$64,937.25
Net Profit	\$36,100.00	\$54,150.00	\$81,225.00	\$113,715.00	\$39,800.25