

Academic
Guide

SYMPO.

GRH

2025

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GENERAL INFORMATION

IMPORTANCE

The academic component is the most important part of the competition, accounting for forty (40) points in the overall evaluation of a delegation. This component consists of eight (8) events, each of which is allocated the same percentage of importance for the academic component:

- 5 - Human resources management;
- 5 - Change management;
- 5 - Organizational strategy consulting;
- 5 - Equity, diversity, and inclusion;
- 5 - Quiz;
- 5 - Arbitration ruling;
- 5 - Employer branding;
- 5 - Human resources consulting mandate.

A final score of zero (0) or less for a team on an academic case also leads to immediate disqualification of the team and a score of zero (0) in the overall ranking for the university in that event.

LANGUAGE

When registering each team, the university must specify the team's preferred language. Teams that have opted for French will receive three (3) copies of the case in French and one (1) in English. Teams that have opted for English will receive three (3) copies of the case in English and one (1) in French.

All presentations may be made in French and/or English without risk of discrimination against participants.

LANGUAGE FOR QUIZ

The questions will be available in French and English and will be disclosed to participants in both languages. Unless otherwise agreed upon by the members of the two competing teams, the questions will be read by the Quiz host in French.

FORMATION OF ACADEMIC TEAMS

An academic case resolution team is composed of three (3) participants. In the event that a university is unable to field three (3) participants, it is authorized to participate with a reduced team of two (2) participants after informing the CO-SGRH. A university may not participate in an academic competition if it fields only one (1) participant.

In order to qualify as a participant in an academic competition, sports competition, or as a delegation volunteer, participants must be eighteen (18) years of age or older, be enrolled in an undergraduate program in administration, management, accounting, or industrial relations (up to three people for IR programs outside RÉFAEC), and pay their membership fees to a RÉFAEC member association. Students enrolled in a certificate program are eligible to participate. Students on co-op placements are also eligible. Participants must be enrolled in a minimum of three (3) credits in an undergraduate program (bachelor's degree or certificate) during the semester in which the HRM Symposium is held.

TEAM FOR THE HUMAN RESOURCES CONSULTING MANDATE

To participate in the Human Resources Consulting Mandate, participants must meet the eligibility requirements of the charter and be part of the delegation.

CASE WRITING

Cases are written by faculty members of the host university, a corporation, a particular order, a business partner, or an individual or organization authorized to write an academic case.

ACADEMIC GRIDS

The evaluation grid for each academic discipline is the tool used by the judges to determine the final ranking. All academic participants will receive the completed evaluation grid with the judges' comments within thirty (30) days of the competition.

The case evaluation grid consists of two (2) parts: content and presentation quality.

All team members must speak during the presentation. If, during a presentation, one of the team members does not speak, the team will be penalized ten (10) points on its final score.

To help teams prepare, the academic grids will be given to coordinators no later than one month before the SGRH.

PROCEDURE

ISOLATION

To ensure that no participant in the academic cases has access to privileged information before beginning their resolution period, everyone must report to the isolation room at the time specified by the CO-SGRH. Any team arriving late to the isolation room will be disqualified, and their university will be awarded a score of zero (0) in the overall ranking for that team's event.

No personal belongings are allowed in the isolation room. With the exception of materials authorized by the CO-SGRH, wallets, handbags, cell phones, smart watches, class notes, textbooks, calculators, stationery, and other materials are prohibited when the team enters isolation. Possession of one or more prohibited items in the isolation room will result in the automatic disqualification of the team. The CO-SGRH is not responsible for confiscated personal belongings.

The CO-SGRH is responsible for preventing any communication between participants in isolation and other people during the isolation period and must control access to and movement around the isolation room. In the event of a ruling in favor of a penalty or disqualification of the team, the coordinator will be informed.

Each team will be assigned an appropriate resolution room to prepare their presentation. For the cases concerned, a PowerPoint presentation is required during the presentation to the jury. The resolution period varies depending on the category of the case in question. All details can be found in the summaries of each case. All materials necessary for the resolution of a case will be provided by both the organizing committee and the team. No personal items are allowed during the resolution, with the exception of materials required by the CO-SGRH.

RESOLUTION

The CO-SGRH undertakes to provide replacement computers in the event of failure. However, it cannot be held responsible for lost time, and no extra time will be granted, except in situations deemed exceptional by the organizing committee. Given the limited number of computers available, the CO-SGRH cannot guarantee the availability of a device. It is therefore up to each team to ensure that its equipment is functional and in good condition.

The CO-SGRH ensures the confidentiality and destruction of documents produced by teams during their resolution. It also ensures that a copy of the final PowerPoint presentation given to the jury is kept in PDF format for archival purposes. The CO-SGRH ensures that a manager arrives fifteen (15) minutes before the end of the resolution to make a copy of the PowerPoint presentation. This copy will be sent to the jury. Participants may continue to modify the visual support for their presentation for the remaining fifteen (15) minutes. However, this version will not be sent to the jury members.

RESOLUTION PROCEDURES

Each team member (3) is responsible for bringing their own computer with controlled internet access. The resolution period is a fixed duration of three (3) hours, as applicable.

Teams will be allowed to use a PowerPoint presentation template, prepared in advance and submitted to the CO-SGRH within the required time frame. More information about the template can be found in the “PowerPoint Template” section of this document.

Each team has twenty (20) minutes to present its case to the judges. The timekeeper displays a sign when there are ten (10) minutes, five (5) minutes, two (2) minutes, and thirty (30) seconds remaining in the presentation. During the last ten (10) seconds, the timekeeper uses both hands to indicate the number of seconds remaining. A team that has not finished its presentation after twenty (20) minutes will be stopped by the timekeeper in order to move on to the question period. A question period of up to five (5) minutes is allocated to the jury at the end of the presentation.

PRESENTATION

ARBITRATION AWARD PRESENTATIONS

Each team will start with a five (5) minutes initial argument. This will be followed by a two (2) minutes consultation to prepare for the next phase. The second round of arguments and counter-arguments will be five (5) minutes per team. A new one (1) minute consultation period will precede the one (1) minute final counter-argument for each team. Finally, each team will have one (1) minute to conclude.

A copy of each party’s arguments must be submitted to the judges prior to the hearing. Information regarding this case will be provided no later than the RÉFAEC summer conference.

The jury’s evaluation of an academic test cannot be questioned and the resulting results are final. However, failure to comply with one or more sections of the SGRH Charter, failure to comply with specific exam regulations, the procedures used, or cases of flagrant injustice may be appealed as described in section “7.10 Appealing a decision” of the RÉFAEC Charter.

The Organizing Committee will video record the presentations and keep a copy of the recordings in case a judgment needs to be made, but is not responsible for the loss or non-recording of videos due to human error on the part of those responsible for recording the videos.

PRESENTATION

20-MINUTE PRESENTATIONS CASES

APPEALING A DECISION

GENERAL RULES

JURY

Ideally, the case writer should be part of the jury in order to clarify any subtleties hidden in the questions of the case they have submitted. As far as possible, unless there are circumstances beyond their control, the number of judges shall be a minimum of three (3) and a maximum of seven (7), and an odd-numbered panel shall be prioritized in order to avoid tie situations. It is strongly recommended that all jury members be bilingual.

An evaluator cannot be a former participant in the two (2) previous editions of the SGRH within a delegation. The business partner will take precedence over this rule. Judges must adhere to the evaluation grids provided to them and must not make any changes to them during the HRM Symposium.

LEAKAGE OF ACADEMIC PARTNER

In the event of a leak of information concerning the affiliation of an academic partner to a specific case, the CO-SGRH will take the necessary measures to preserve fairness between teams.

Leak occurring more than 3 months before the competition

- Analysis of the situation by the CO-SGRH;
- Rewriting of the mandate, if necessary.

Leak occurring between 3 months and 1 week before the competition

- Analysis of the situation by the CO-SGRH;
- Official announcement of the partner;
- Major adjustment to the weighting of the “analysis” section of the evaluation grid, if necessary..

Leak occurring less than one week before the competition

- Analysis of the situation by the CO-SGRH;
- Official announcement of the partner;
- Minor adjustment to the weighting of the “analysis” section of the evaluation grid, if necessary.

UNFORESEEN CIRCUMSTANCES

Any unforeseen circumstances during an academic delegate's day must first be reported to their coordinator. The coordinator will be in contact with the CO-SGRH throughout the day. Delegates are also encouraged to ask for any necessary assistance from the volunteers present. The volunteers will also be in contact with the CO-SGRH. Any unforeseen circumstances requiring a decision by the CO-SGRH will be final and without appeal.

CHEATING OR PLAGIARISM

Cheating and plagiarism are offenses taken very seriously by the CO-SGRH. In the event of a suspicious situation, a subcommittee of the CO-SGRH will evaluate the file of the team concerned. If a sanction is deemed necessary—whether a penalty or disqualification—the coordinator of the university concerned will be informed as soon as possible.

Furthermore, teams are strictly prohibited from revealing their university affiliation during periods of isolation or during their presentation. They must identify themselves solely by their delegation letter during these times. Any breach of this rule will also be subject to evaluation, which may lead to sanctions up to and including disqualification.

CASE DESCRIPTIONS

HUMAN RESOURCES MANAGEMENT

The human resources management case covers all aspects of human resources management in a company, including training, organizational development, internal mobilization, and employee recruitment. Delegates will be asked to develop solutions while ensuring effective communication between the various stakeholders, including franchises, unions, employers, and employees.

CHANGE MANAGEMENT

The change management case deals with the theoretical and practical aspects of change management issues. This may involve planning for organizational change, managing change, or supporting a company after organizational or structural change has taken place.

ORGANIZATIONAL STRATEGY

CONSULTING

The organizational strategy consulting case is a new name for the management case. Delegates will be asked to help companies optimize their operations, structure, and strategic positioning in order to achieve their objectives.

The topics covered in this case can be broad and require versatility in several areas, including organizational diagnosis, mergers and acquisitions, talent management and human resources optimization, performance and key indicator management, operational process improvement, growth and expansion strategies, organizational culture and leadership, digital transformation, etc.

EQUITY, DIVERSITY, AND **INCLUSION**

Equity, diversity, and inclusion (EDI) in business is a set of principles and practices aimed at creating a fair work environment that is representative of different perspectives and accessible to all. This conventional case study will address the various EDI policies that can be implemented in an organization to promote a healthier and more motivating work environment, enhance creativity and innovation through diversity of perspectives, strengthen the company's reputation and attractiveness to talent, contribute to overall performance and employee satisfaction, and help to better understand and serve a diverse customer base.

By definition, equity means ensuring that all employees have access to the same opportunities and resources, providing treatment tailored to individual needs to ensure equal opportunities. Diversity refers to the presence of people with varied identities within the company (gender, ethnic origin, age, disability, sexual orientation, etc.). Inclusion ensures that each individual feels valued, respected, and integrated into the organization. All employees in an inclusive company can express themselves freely and contribute fully.

QUIZ

The rules are detailed in the “All About the Quiz” section of this document.

HUMAN RESOURCES CONSULTING

MANDATE

The Human Resources Consulting Mandate is a multidisciplinary case with a stronger focus on human resources. Composed of three members from different areas of the competition, delegates will be able to complete the mandate before the start of the competition. They will be required to propose solutions that meet the needs of companies undergoing development, organizational change, or major restructuring. The case allows for creativity and innovation while remaining realistic and relevant to the business world.

More details about the case are available in the “All About the Human Resources Consulting Assignment” section of this document.

ARBITRATION

By definition, an arbitration award in a business context is a decision rendered by an arbitration tribunal to settle a dispute between two parties, often between companies or between a company and a service provider, employee, or shareholder. It is generally chosen for its confidentiality, speed, and the arbitrators' specialization in the relevant field.

The arbitration award case pits two parties against each other, one representing management and the other representing the union. The team will have to resolve an internal company issue related to industrial relations before a grievance arbitrator to convince him that its solutions are the best. Participants will have four (4) hours to prepare, with three (3) computers, all with controlled Internet access. The case will be given to each team on the morning of the presentation, and the employer and union teams will be assigned at the same time, at random. All the information necessary for resolution and analysis (excerpts from the collective agreement, 27 testimonials, proven and unproven facts, etc.) will be provided.

More details on the case can be found in the “All About the Arbitration Award” section of this document.

EMPLOYER BRAND

Employer branding is the image and reputation of a company as an employer, both among its employees and among the talent it wishes to attract. The goal is to clarify, consolidate, and promote the company's employer positioning in order to attract, engage, and retain employees.

The components of employer branding include:

- Identity and values: The company's mission, vision, culture, and commitments.
- Employee experience: Working conditions, professional development, and well-being.
- External reputation: Perception by candidates, former employees, and the public.
- HR communication: Recruitment strategy, retention strategy, social media presence, testimonials.

The delegates' mandate takes place in two (2) rounds. More details on the case are available in the “All About the Employer Branding Case” section of this document.

DETAILS ON NON-STANDARD CASES

ALL ABOUT THE QUIZ

GENERAL RULES

1. All rounds feature the same questions for each team.
2. Adherence to the pre-established schedule is mandatory. A team arriving more than five (5) minutes late will be automatically disqualified from the round.
3. Each participant has one (1) individual buzzer, for a total of three (3) buzzers per team.
4. It is forbidden to press the buzzer before the host has begun reading the question.
5. It is allowed to buzz in as soon as the host begins reading the question, even before they have finished reading it.
6. After three (3) infractions, a penalty of five (5) points will be imposed on the offending team.
7. The text of the question will appear on the screen after the host has read one-third of the question.
8. Teams may press their buzzer before the question has been read in its entirety.
9. Once the question has been read in its entirety, teams have 15 seconds to press their buzzer. If no team responds within this time limit, the question is canceled and the next question is asked.
10. Participants may consult briefly before beginning their answer. Once the first word is spoken, consultation is no longer permitted.
11. Regardless of who presses the buzzer, all teammates may answer. However, the first answer heard will be accepted. In the event of simultaneous answers, the answer of the person who pressed the buzzer will prevail. If the situation remains ambiguous, the host and judges will have the final say.
12. Once a buzzer is activated, the participant has five (5) seconds to answer. If the time limit is exceeded, the other team is automatically granted the right to reply. This deadline applies even if the question has not been fully read.



PROCEDURE

PRELIMINARY ROUNDS

(2 TEAMS PER ROUND)

The order in which teams compete is determined randomly by drawing lots.

The questions in the preliminary rounds will be true or false and multiple choice:

- Six (6) true or false questions
- Ten (10) multiple choice questions

In the event of a tie at the end of a match, five (5) additional questions (true or false, multiple choice, or short answers) will be asked to break the tie. Each question is worth one (1) point.

The teams that advance to the semifinals will be determined based on the wins and losses recorded in the quarterfinals. In the event of a tie in the overall standings, the following criteria will be applied, in order:

1. Team record (wins vs. losses)
2. Point differential
3. Total points awarded

Once the official standings have been announced, eliminated teams will be allowed to leave the isolation room.

The order in which teams compete will be determined randomly by drawing lots.

The questions in the quarter-final rounds will be true/false and multiple-choice:

- Six (6) true or false questions
- Ten (10) multiple-choice questions

In the event of a tie at the end of a match, five (5) additional questions (true or false, multiple choice, or short answers) will be asked to break the tie. Each question is worth one (1) point.

The teams that advance to the semifinals will be determined based on the wins and losses recorded in the quarterfinals.

In the event of a tie in the overall standings, the following criteria will be applied, in order:

1. Team record (wins vs. losses)
2. Point differential
3. Total points scored

Once the official standings are announced, eliminated teams will be allowed to leave the isolation room.

QUARTER FINALS

(2 TEAMS PER ROUND)

SEMI-FINALS

(2 TEAMS PER ROUND)

The semi-final questions will be short answer, true or false, and multiple choice:

Four (4) short answer questions

Six (6) true or false questions

Ten (10) multiple choice questions

In the event of a tie, five (5) additional questions (short answer, true or false, or multiple choice) will be asked to determine the winning team. Each question will be worth one (1) point.

The winners of the semifinals will determine the two (2) teams that will advance to the final.

The questions in the final and consolation final rounds will be short answer, true or false, and multiple choice:

Six (6) short answer questions

Four (4) true or false questions

Ten (10) multiple-choice questions

One (1) qualitative written question

In the event of a tie, five (5) additional questions (short answers, true or false, or multiple choice). Each question will be worth one (1) fixed point.

The teams that make up the podium for the Quiz competition will be announced at the closing gala.

FINAL AND CONSOLATION FINAL

(2 TEAMS PER ROUND)

OPERATION AND POINTING

TRUE OR FALSE

(6 QUESTIONS)

Scoring:

+2 points for a correct answer

-2 points for an incorrect answer

Right of Reply:

- No right of reply

MULTIPLE CHOICE

(10 QUESTIONS)

Scoring:

- +2 points for a correct answer
- -1 point for an incorrect answer

Right of Reply – Preliminary Rounds:

- Only one right of reply granted per team
- Teams may ask the host to finish reading the question
- The team that buzzes first gets the right to answer
- +1 point for a correct answer
- -1 point for an incorrect answer

Right of Reply – Final Rounds:

- Only one right of reply granted
- The team may request the end of the reading of the question
- The team has the right not to answer
- +1 point for a correct answer
- -1 point for an incorrect answer

Scoring:

- +4 points for a correct answer
- -2 points for an incorrect answer

Right of Reply – Preliminary Rounds:

- Only one right of reply granted per team
- Teams may ask the host to finish reading the question
- The team that buzzes first gets the right to answer
- +2 points for a correct answer
- -2 points for an incorrect answer

Right of Reply – Final Rounds:

- Only one right of reply granted
- Teams may request the end of the reading of the question
- The team has the right not to answer
- +2 points for a correct answer
- -2 points for an incorrect answer

SHORT ANSWERS

(4 QUESTIONS)

QUALITATIVE WRITTEN QUESTION

(1 QUESTION)

Scoring:

- +2 points for a correct answer

TIE- BREAKER

In the event of a tie, five (5) additional questions will be asked.

- Each correct answer grants +1 point.
- No points are deducted for incorrect answers.
- The quiz host has final authority at all times to resolve disputes, unforeseen situations, or inappropriate behavior by participants.

All teams will be in isolation for the entire duration of the quiz.

No documentation is allowed during the quiz or the isolation period.

Disputes will be settled at the end of the round in the presence of both teams, if they so wish. No other individuals from the audience or delegation will be allowed to participate in the dispute resolution process. The resulting decisions are final and cannot be appealed.

APPEALING A DECISION

Questions will be available in both French and English and will be displayed on screen in both languages.

LANGUAGE

If both teams agree, the quiz host will read the questions in French.

If no agreement is reached, questions will be read alternately in French and English.



ALL ABOUT THE ARBITRATION AWARD CHALLENGE

CASE SUMMARY

The arbitration award challenge immerses participants in a real-world-inspired labour relations conflict, where two opposing teams – one representing management and the other representing the union – must defend their position before a grievance arbitrator.

This challenge aims to assess:

- The understanding of issues related to labour relations and the collective agreement;
- The ability to defend a position in a structured and persuasive manner;
- The capacity to react in real-time to the opposing team's arguments with coherence and agility;
- The ability to communicate clearly, strategically, and professionally in an adversarial context.

OVERALL OBJECTIVE OF THE CHALLENGE

STRUCTURE OF THE CHALLENGE

Case and Role Assignment

On the morning of the challenge, each team will receive the case to be resolved. The roles (union or management) will be assigned randomly at the time the case is distributed.

PROVIDED MATERIALS

The case file will include all necessary elements for analysis:

- Excerpts from a collective agreement (if applicable);
- Up to 27 witness statements;
- Established and disputed facts;
- Any relevant information to build a strong argument, regardless of the assigned role.

It will not be necessary to refer to any legal articles or case law beyond those included in the materials provided with the case file.

Teams will have four (4) hours to prepare, with controlled internet access on up to three (3) computers.

To support their presentation, each team must produce a written document outlining their arguments. This document must be submitted upon entering the presentation room:

- To the judges;
- To the opposing team.

WRITTEN DOCUMENT

To facilitate the formatting of the written document, each team may submit a template in the format of their choice (free layout, with no pre-filled content). Templates must be submitted to the Organizing Committee no later than **November 1st, 1 pm** for validation.

RESOLUTION PHASE



HERE IS AN EXAMPLE OF A SUGGESTED STRUCTURE:

[Cover Page]

- Team Name (Identification Letter)
- Role: Management or Union
- Challenge Name: Arbitration Award
- Presentation Date
- Names of Participants

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[1. Executive Summary]

A concise overview of the team's position, key issues, and the main points of the proposed solution. This summary allows the judges to quickly grasp the team's stance.

[2. Context and Issues]

A brief presentation of the conflict as understood from the case file

Highlighting the critical issues (e.g., human factors, collective agreement, work climate, internal case precedents)

[3. Analysis of the Facts]

- Proven facts (emphasized to support the argument)
- Contested or unproven facts (analysis of potential impact)
- Relevant testimonies (used strategically to strengthen the case)

[4. Interpretation of the Collective Agreement, if applicable]

- Strategic interpretation based on the role (management or union)

[5. Team Position]

- Clear statement of the central position
- Desired outcomes (e.g., uphold a measure, challenge a sanction, obtain compensation)
- Strategic importance of the adopted stance

[6. Detailed Argumentation]

Each argument should follow a clear structure:

- Argument statement
- Justification based on facts and the collective agreement
- Support with testimonies, data, or elements from the case
- Connection to fairness, organizational consistency, or internal precedents

[7. Anticipated Counterarguments]

- Identification of likely arguments from the opposing team
- Prepared responses to each point

[8. Recommendation or Conclusion]

- Summary of the team's position
- Clear recommendation addressed to the arbitrator
- Proposed solution (e.g., uphold or overturn a measure, realistic compromise)

[Appendices]

PRESENTATION BEFORE THE ARBITRATOR

The presentation takes the form of a structured and dynamic exchange between the two teams. The format is as follows:

- Initial Argument: Five (5) minutes per team to present their main position.
- Consultation: Two (2) minutes to prepare for the next phase.
- Second Round – Argument & Counterarguments: Five (5) minutes per team to respond to the opposing team and further develop their position.
- Second Consultation: One (1) minute to prepare the final rebuttal and conclusion.
- Final Rebuttal: One (1) minute per team to deliver a final response.
- Conclusion: One (1) minute per team to conclude their position.

Time Remaining Indicators

- Initial Argument: Two (2) minutes, thirty (30) seconds, ten (10) seconds
- Consultation: Thirty (30) seconds
- Second Round of Argument and Counter-argument: Two (2) minutes, thirty (30) seconds, ten (10) seconds
- New Consultation Period: Ten (10) seconds
- Final Counter-argument: Ten (10) seconds
- Conclusion: Ten (10) seconds

Performances will be assessed by a panel of judges using a detailed evaluation grid, which will be provided in a separate document.

A pause between presentations is planned to allow the judges to:

- Take notes;
- Carefully complete the evaluation grid for each team.

EVALUATION

LEARN MORE

To review past examples, you can consult previous cases from the Symposium GRH available on the RÉFAEC website: [Examples – Case File](#)

Presentation videos are also available on YouTube. While the pitch structure may differ slightly from that planned for the 2025 edition, the general context remains comparable: [Sentence Arbitrale SGRH 2018](#).

ALL ABOUT THE EMPLOYER BRAND CASE

CASE SUMMARY

The Employer Branding challenge is a two-round case focused on participants' ability to analyze, understand, and improve the employer branding strategy of a partner organization. This case requires a strategic and creative approach grounded in the practical realities of human resources.

This case aims to assess participants' ability to:

- Understand a company's current employer branding situation;
- Identify areas for improvement or innovation within a specific context;
- Propose realistic, creative, and actionable solutions in talent acquisition, retention, or other related areas.

OVERALL OBJECTIVE OF THE CASE

PROCEDURE

In three (3) hours, teams must:

- Analyze the partner organization's current employer brand;
- Present an analysis and an overall strategy tailored to the company's situation, challenges, and objectives.

ROUND 1

ANALYSIS AND INITIAL STRATEGY

This first round is designed to test strategic understanding, critical analysis, and the consistency of HR recommendations.

Teams will have a 20-minute presentation in front of a panel of judges, followed by a 5-minute Q&A session.

Once all presentations are complete, the judges will select the top three (3) teams to advance to Round 2.

Finalist teams will receive a second mandate, complementary to the first round. This mandate will aim to deepen a specific element of their HR strategy, such as:

- A targeted recruitment campaign;
- An activation booth for events;
- An onboarding and integration process for new employees;
- Any other relevant initiative based on the context.

Teams will have two (2) hours to:

- Integrate this new mandate;
- Prepare an enhanced presentation including a brief recap of Round 1 and a complete response to the second mandate.

Teams will then deliver a 20-minute presentation before a panel of judges, followed by a 5-minute Q&A session.

ADDITIONAL DETAILS

- The official case partner will be revealed to all teams on Friday evening during the opening night.
- Case resolution begins Saturday morning.
- All teams must remain in the isolation room between Round 1 and the announcement of the finalists.

Due to the evolving nature of the case, teams will be expected to demonstrate:

- High adaptability;
- The ability to apply broad HR knowledge across various contexts;
- A deep understanding of talent attraction, engagement, and retention challenges;
- Strong strategic communication and employer branding (HR marketing) skills.

ROUND 2 STRATEGIC DEEP DIVE

EXPECTED SKILLS



ALL ABOUT THE HUMAN RESOURCES CONSULTING MANDATE

OVERVIEW

Participants will receive their mandate as well as the business model of the targeted company and will have a period of fifteen (15) days to prepare and submit the PowerPoint presentation they wish to use during the presentation. The necessary material will be provided by the CO-SGRH to ensure an equal level of preparation for all participating universities.

Participants are allowed to use all resources at their disposal to solve the case. Once the PowerPoint has been submitted, no modifications can be made thereafter.

Mandate release deadline: **Thursday, October 30, 2025**

Submission deadline: **Thursday, November 13, 2025, at 11:59 PM**

Presentations: **Friday, November 14, 2025**

The Human Resources Consulting Mandate team is composed of three (3) participants who are already part of the official delegation and meet the eligibility criteria defined in the charter. A maximum of one (1) academic delegate may be included in the team.

If a university is unable to present three (3) participants, it may exceptionally submit a reduced team of two (2) participants, provided the Organizing Committee has been informed in advance.

PRESENTATION ATTENDANCE

Given the particular format of the Human Resources Consulting Mandate, the CO-SGRH reserves the right to deny access to the presentation to participants wearing elements that identify their university, as well as to anyone visibly under the influence of alcohol. In the event that room capacity is limited, the number of people allowed to attend the presentation will be communicated during the RÉFAEC Fall Congress.

TEAM COMPOSITION

MATERIALS

PROVIDED BY THE **CO-SGRH**

- Three (3) printed copies of the case in the language requested by the team and one (1) in the other official language
- Digital version of the case in both official languages
- Blank sheets
- Signal cards for issues, questions, or bathroom breaks
- OneDrive (to retrieve the template, the Round 1 presentation for the Employer Branding case, digital case files, and for submission of the final presentation)

PROVIDED BY THE PARTICIPATING **TEAM**

- Three (3) computers with internet access and Microsoft Office suite
- Three (3) mice (wired or wireless)
- Three (3) charging cables
- Presentation template
- Non-programmable calculator
- Blank sheets without any notes
- Pens or pencils of choice
- Highlighters

INTERNET USE

The internet is a valuable resource for enriching your analysis, but its use must be responsible. The following rules must be followed:

PERMITTED

- Visiting the website of the company related to your case, as well as those of its competitors
- Accessing news sites, government websites, or statistical platforms
- Searching for images, logos, or icons via a search engine
- Visiting any other website that does not violate the rules outlined below

Important: Any information drawn from sources outside the provided case must be properly cited with the source used.

PROHIBITED

- The use of communication platforms or social media such as Facebook, Instagram, Twitter, as well as instant messaging or videoconferencing services, is strictly prohibited during the case resolution period. Delegates must not post, share, or search for information through these platforms during pitch day.
- Accessing any document prepared in advance and stored on online platforms like Google Drive, Dropbox, or other cloud storage services is strictly prohibited. All materials used must be created or assembled exclusively during the resolution period, with the exception of each team's presentation template, which will be submitted at the beginning of the challenge.
- Downloading reports available on websites;
- Using artificial intelligence tools, such as Copilot, to generate text or images;
- Using online resources requiring personal authentication (e.g., email, username, or password) is prohibited. This includes websites, databases, or platforms that require login access.

