

## Assignment 2.2

After having read the “Engaged Employees = High-Performance Organizations” article, consider the following scenario:

Teresa Jones, the Head of HR for a large telemarketing company, was approached by Bob Green, the head of the Communications department of the organization with information obtained through several job blogging sites.

The feedback was two-fold. First, there were many comments from job applicants regarding dissatisfaction with the recruitment and selection processes. Many of the comments had to do with the lack of follow up regarding job status after interviews have been conducted. Other comments had to do with a general lack of respect for job candidates, including re-scheduling/canceling interviews with little notice, managers not being prepared for interviews and not having accurate job descriptions.

Second, Bob also found comments on various job blogs from either current or former employees that were “venting” about the lack of training and development opportunities, including job progression and a general disregard for employees in general.

Bob then handed Teresa a print out of some of the comments:

- When I complained about having to continually cover for other people my manager told me, “take it (the job) or leave it, but good luck finding another job in this economy”
- The job that I was “hired” to do is nothing like what they actually want me to do, classic “bait and switch”
- #takethisjobandshoveit
- After taking the time to interview 3 times, they never got back to me about whether or not they filled the job
- DO NOT WORK FOR THIS COMPANY, THEY TREAT EMPLOYEES LIKE \*\*\*\*
- Dead end jobs – unless you want to be a telemarketer for the next 10 years, I would avoid this company
- When I asked about a promotion my manager said, “You’ll move up when I think you are ready to move up, until then, just do your job. Really inspiring words!
- I had to take vacation from my current job to interview with this company and when I arrived, they had no idea who was supposed to be interviewing me or for what position. After waiting in the lobby for 20 minutes, I ended up “interviewing” with a supervisor from another department who wasn’t in charge of the area I was applying to be in, what a complete waste of my time!

After speaking with Bob and reviewing the comments, Teresa became very concerned about the future of the organization. She had heard similar comments from employees in terms of dissatisfaction with training and development opportunities and also had heard of situations where there were problems with recruitment activities. Now that the economy was recovering and unemployment was lower than it had been in previous years, the company had begun to see a rise in turnover. Teresa decided that she needed to address this issue by preparing an action plan to address the issues at her organization.

Enter Forum 2.2 and post your action plan. This should include any training and development issues related to this scenario (hint: consider this from different perspectives/functions). After having posted your answers, respond to the posting of a minimum of two of your colleagues.