Case Analysis

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GBA 398

10/09/16

Saint Leo University

**Key Issue**

How do we come up with an appropriate recruitment strategy for new employees?

**Statement of problem faced by the Company**

The new organizational structure proposed for Riordan Manufacturing’s Go Green plan is not fail proof but presents a great opportunity to achieve its goal of lowering its environmental impact. Normally, staffing doesn’t need modifications for several years, unless there is a critical change in how the organization approaches their staffing methods. Sometimes a company will choose to outsource their work, which includes the hiring process. So, if the organization is going to outsource work, then the staffing system should be driven by a new staffing arrangement.

Riordan’s staffing system has distinct aspects for each open position, internal experts, contractual workers, the status of planning, and significant maintenance work. However, the association between all of them will be fundamentally more powerful and appropriate if these choices are followed by the regular procedure of a normal staffing framework. With the plan in place, Riordan has a blueprint necessary to staff employees for acquiring the infamous ISO 14001 certification.

Staffing decisions include acquirement, utilization and maintenance of employees within business guidelines, which is mainly H.R department’s tough and persistent task. Here, a project leader needs to consider whether he needs a regular worker or a contractual professional. In this case, the project leader first needs to consider the several options, and then he should compare the qualities and legal duties. Once the individual is selected, the project leader needs to find a candidate with the necessary skills and abilities that correspond with the working environment. The staffing method is developed in a various levelled format.

The staffing strategy gives general purpose on how the project leader analyzes staff. It tells how the project leaded understands new staff and understands how to motivate them. This strategy should indicate contemporary elements together with providing the position for where the new staffs should be employed for 3-5 years. It should be looked after and performed each day to make the process beneficial. For example, if the project leader provides a framework to his staffs to allow them to apply for openings in any department, he can't let any supervisor to reveal any internal trades. At this time, the human resource division should give information about the procedure of staffing, though it does not depend on them to execute it. So, once the framework is made, the project leader will be responsible for building a rating of the systems and methods to reinforce the staffing procedure.

The trend to “Go Green” has not only been the catalyst to making a society for the conscience of their environmental impact but within the global market, it has significantly increased shopper’s perception on how they view the vendors in which they choose to spend their money. This has led companies to streamline their efforts in the industry-wide standard practices and meet stringent requirements to achieve ISO 14001 certification.

Riordan Manufacturing is among the many companies pushing to change their organization to be fully compliant to acquire an International Standard of Environmental Management (ISO) 14001 certification, and this requires restructuring the organizational makeup. The following plan details a proposed organizational chart equipped to undertake the massive Go Green campaign.

In the conversion of the various elements of this project, we believe that its main content and objective shall remain unchanged. The change is only put in place to try and convey its output/final appearance as perfect as possible. This is because our efforts are put in place in a designated form to articulate the project to its final best and thus never put it on taking chances. Just to give a brief layout, we are focusing on achieving the 3R rule of going green as an organization that minds its immediate environment.

The first R stands in for reduce; reducing waste will conserve existing landfill space so that there will not be a need to build more landfills. The National Recycling Coalition states that “The average American discards seven and a half pounds of garbage every day (Coalition). This helps us have a great Public Relation both with the potential customers and the Environmental Authority organizations most of which conduct environmental impact assessment and conduct follow-ups.

Another way to reduce waste is to cancel newspaper, and catalogs subscriptions. Recycling Revolution quotes that “38.2 percent of our total waste is from paper and paperboard”. (Dawn, 2005 - 2010) By reading newspapers and catalogs online, each person will reduce paper waste. Lastly, it is a good idea to switch all bills to be paid online instead of having bills mailed.

The second R stands in or reuse; this may mean the reuse of used products for either the same purpose or other different purposes. Harrin, 2OO7 claims that the easiest way to start reusing is to bring reusable bags when shopping, instead of taking paper or plastic. Many grocery stores will give a discount if someone brings a reusable bag. It is not as popular but equally important for someone to bring reusable bags when shopping for clothing, hardware, shoes or anything else. Having this in mind, we have set various steps to take to make sure that our project contributes to this aspect by reusing the largest produce products that are supplied to the potential markets.

Lastly, the third R stands in for recycling. The definition of recycling is “the process of turning used materials into new raw materials,” (Matheson, 2008, p. 5). This criterion is widely used today in various firms that have decided to ‘go green’ for protection o the environment. In our case, we are doing this for our products to be able to achieve a considerable percentage o the total production we make. The first step to take when deciding to recycle is to set up a few more bins next to current trash cans. Each bin will be for a different recycled item: paper, plastic, glass, and aluminium. Then instead of throwing each of these items in the trash the items will be recycled.

There is a local pick up for these items for someone who lives in suburban neighborhoods, or there are many drop-off locations in the parking lots of grocery stores The next, and maybe the most important step to recycling is for someone to starting buying only products that are made from recycled products.

Having all the above ideas in mind, we decided to review the current project to cover a wide range o the products we are producing as a company. The review as stated earlier will have to go under several authorizations. From the designed changes that are made, we believe that approval is yet to be successful, with me as the current manager or the Company.

**Developing recruitment control-meter**

This involves the coming up with statistical calculations that aid in calculating control values (upper limit and lower limit) of new employees during interviews. This could be difficult to achieve using the pure information given by the employees as they undergo an interview. Therefore, there is need to develop a categorical data that will assign each attribute of response values that will help in ranking the interviewees in an ordinal manner. This can be accomplished by having a list of possible responses that the interviewee is likely to provide with a successful match of its graded value. Let’s take an example where an interviewee is needed to respond towards a specific targeted current issue that concerns his/her area of specification.

The interviewer can be able to provide a constant value for different degrees of responses provided. This could be in the form of:

* Extremely informed about the current issues and trends – 10 points
* Well informed on current issues – 8 points
* Satisfactorily informed on current issues – 6 points
* Fairly informed on current issues – 4 points
* Knows little about current issues – 2 points
* Knows nothing about current issues – 0 points

These values can then be used in every other question that the interviewee will be asked. The points awarded for every question answered is recorded, and the interviewee is given an average point score. With this single score for every interviewee, the Company can decide to choose which category of employees they are willing to keep, and this will depend on whether they meet the threshold of points identified by the Company management board as qualified for the job. As this can be very tedious to develop and function like it should be, the use of statistically made control-meter will help create a region in a graph that represent the section (proportion) of workers qualified for the job.

**How statistical quality control methods is applied**:

Statistical control methods can be used in controlling the quality of employees going through an interview during recruitment process by the help of X-bar chart and R chart. The mathematical procedures involved are those that will arrive at the deviation of the highest and lowest weight in each data of the three boxes for every set. These values are known as the standard deviation of the points. On the other hand, the average point values for these data sets are calculated for each interviewee. These averages are known as X-bar values.

With the calculated values available, there is need to calculate the control limit, upper control limit and lower control limit for both the x-bar chart and the R chart. Each of these has a different formula. With x-bar chart, the Upper Control Limit (UCL) is calculated by adding the x-double bar value by the A2 value and multiplying by the R-bar value. This is mathematically written as (X-Dbl bar + A2 x R-bar); where A2 = a constant value as per the data (0.577), X-Dbl bar = mean of all x-bar values in the column, and R-bar is the mean of all standard deviation column values.

For the Lower Control Limit (LCL), the formula only changes the positive sign to negative and is written as (X-Dbl bar – A2 x R-bar). R chart, on the other hand, is calculated by multiplying the D4 value by the R-bar value for the UCL and multiplying D3 value by the R-bar value for LCL; where D4 = n-factor which are the sets of points and D3= sets of values operated.

**Findings:**

Having calculated the values above and subjected the outcomes in the spreadsheet for the x-bar chart and the R-chart, the findings are that, an interviewer is now capable to tell freely who qualifies for the job and who doesn’t. The control limits for the X-bar chart and the R chart are as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| Chart type | Upper Control Limit | Control Limit | Lower Control Limit |
| X-bar chart | 6.37points | 6.33points | 6.30points |
| R-chart | 0.12 | 0.05 | 0 |

It is represented that the tenth employee is beyond the upper limit of points (beyond expectations of the Company) where as the first set of the employees are way below the lower limit (below expectation).

Tabular representation of a sample data collected after conducting an interview:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| No. Of employees | Interview scope 1 | Interview scope 2 | Interview scope 3 | Std Dev | X bar |
| 1 | 6.3 | 6.28 | 6.26 | 0.02 | 6.28 |
| 2 | 6.32 | 6.32 | 6.33 | 0.005773503 | 6.323333333 |
| 3 | 6.29 | 6.33 | 6.36 | 0.035118846 | 6.326666667 |
| 4 | 6.3 | 6.29 | 6.34 | 0.026457513 | 6.31 |
| 5 | 6.295 | 6.315 | 6.39 | 0.050083264 | 6.333333333 |
| 6 | 6.292 | 6.319 | 6.33 | 0.019553346 | 6.313666667 |
| 7 | 6.289 | 6.323 | 6.4 | 0.0568712 | 6.337333333 |
| 8 | 6.286 | 6.327 | 6.471 | 0.097161378 | 6.361333333 |
| 9 | 6.283 | 6.331 | 6.498 | 0.112855365 | 6.370666667 |
| 10 | 6.28 | 6.335 | 6.525 | 0.128549601 | 6.38 |
| 11 | 6.277 | 6.339 | 6.39 | 0.056589163 | 6.335333333 |
| 12 | 6.274 | 6.343 | 6.4 | 0.063095166 | 6.339 |
| Averages |  |  |  | 0.056009029 | 6.334222222 |

Graphically this can be represented as:

**Strategic planning on recruiting new employees and retaining them:**

1. **Craft a job description for the position you wish to hire.**

Our company is in need of a business analyst to join our Service provision in the docket of conducting business analysis in various fields, currently dealing in research analysis on oil-drilling in Paradise. Our business is involved in service high calibre potential customers who need to receive very high quality services. As a business analyst, we expect that you have worked in a site like we have for at least three year and therefore have experience in handling matters data. We need someone flexible enough to adapt to the new branches they might be transferred to if need be.

We need personnel passionate for service provision and analysis in the manner in which potential customer desire. He/she must have an appealing experience in the environmental project either through field studies or practical jobs done before. He/she must prove his/her ability in reviewing, specifying, editing requirements and recommending solutions, staff, and management with facilitation skills. He/she must have the ability to manage and produce clear and qualified requirements from undefined and unstructured information and ensuring Analysis ‘is to be’ processes and documented. He/she may have experience in the following industries: Retail, Public sector, Financial Services, Telecommunication, Mobile advertising, IT services, Media and/or Banking.

1. **Describing the salary range and how it is coming about.**

The salary provision is ranging from $4000 to $6000 per month for junior employees. This depends on the work experience one has and competence to do the best at work. The individuals who would benefit from our full training session earn $2500 per month until completion of the training session and an additional six months of work after training. Afterwards, he/she will have his/her salary raised to the standard rates above. Besides the above junior range of salary payments, senior staff members start earning from $8000 to $12000 depending on the level of experience and position assigned.

1. **List the interview questions you would give to potential candidates.**
2. Which is the current global leading Business Analysis Company?
3. What is your current view on the current global market trends?
4. Where do you see yourself in the next five years?
5. What are your personal objectives in becoming one of our employees?
6. What are the current challenging factors in the sector of Business Analysis?
7. How would you treat an impatient potential customer?
8. What is your passion in Business Analysis?
9. Who, in our region, are our closest competitors? What do they do better in comparison to our company?
10. **Description of the benefit package (e.g., healthcare benefits, retirement benefits, vacation days, sick time, perks).**

We provide pension to our retirees of 6% of their initial basic salary. We also provide flexible benefits to our employees amounting to $12000 per annum. We give transport allowance and scheduled a monthly pay of hospital insurance. We promote shareholders with shareholder bonus and have 2 months holiday in a year.

1. **How to retain the employee?**

He/she will have the chance to be considered for promotion twice a year giving him/her an opportunity for progressing his/her career as fast as he/she desires. He/she will have regular training opportunities and be able to take advantage of being part of the local community through Business Analysis and also take part in the charity events. Working for this top employer as his/her experience continues to grow, he/she will have a unique opportunity as a Business Analyst in enhancing and developing his/her job profile and environmental (field related) projects with colleagues of his/ her trained capacity and share ideas. We will also give rewards to his/her good performance get her promoted for more improved working value. This way, I believe will make her motivated in working with us and therefore we shall have retained her.

**Recommendations**

I recommend that the first and the tenth recruit be reviewed in the point awarding program to be able to fit the set standard of points. This will aid in keeping the quality and standard of values of the same products as published. I also recommend that this methodology should be used in determining the quality of other related products for quality purposes. This is because the qualities of performances that are needed by many employers are brilliant performances. This at least provides assurance for the success of the Company. The Company has to work on its recruitment process in a digital manner, where the immediate performance of each interviewee is recorded (encoded into the computer data set files). This allows easy manipulation and quick analysis of the information fed into the PCs. This then saves time in the recruitment process and uses much less finance compared to the previous condition.

From the findings in the above report, I recommend that Industrial development should be a key point in which South Carolina can experience better economic growth. It has been found that with the growing demand gap as compiled, there is a need for additional Industries especially those that are manufacturing Industries so that the demand deficit can be solved. This way the city manager will be able to fund energy manufacturing firms to produce enough to serve sustainably.

From the above analysis of the company, I would recommend that it should hold on its shares. This is because the Company is facing a financial turnaround. It is just the previous financial year that it experienced one of the biggest margins of loss. Currently, the Company has turned that around and is making profits. This should not be destabilized by an immediate action of either buying or selling shares. Instead, the Company should hold on to be able to stabilize its profits to be able to take any other action afterward.

I would also recommend that the Company upgrade its recruitment from manual recruitment process to the digital recruitment process. This then can be made available for those interested in joining the Company as an employee. This makes work easier in collecting data from raw form to digital format for manipulation. Online interviewing aids in reducing the congestion of people at the Company offices. Besides, it raises service quality as personal data of individuals can be done faster and efficiently.

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