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**COURSE NAME**:

(Doctorate Degree in Human Resource Management and Development)

Assignment Title:

**(**Human Resources: Personnel & Recruiting AIU - Exam)

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**Resubmission to improve the grade**

**Introduction**

This assignment is expected to address the practical research problem and how it affects work performance and productivity. Chapter one provides the essential background information, rationale for the research, presentation of the issues, scope of the study, and background information relating to this assignment.

This assignment adds potential practical value in assisting the Organization in addressing the performance issues. It offers evidence to shed light on what previous studies have done in the same field by not inventing the wheel. This course also draws attention to any strengths or weaknesses of the earlier studies and offers evidence that will either prove or disprove the objectives outlined.

Academic researchers and professional researchers' have shown interest in Public and Private Sector organizations. Strategic planning and recruitment concepts are considered a rich research area by many researchers who already made their contributions. However, these concepts play integral roles in the business as it indicates financial performance. Although there is still no clear depiction, of how corporate goals affect employee performance and organizational performance, due to this contradictory matter, the research question arises, whether strategic planning and marketing concepts improve work performance.

**The rationale for the resubmission assignment**

The hypothesis explored was worth exploring. The study also provides evidence of scholarship and shows a scholarly theoretical base that was relevant. It allows the researcher to compare the views of different authors on the subject in question. This thesis adds potential practical value in assisting the Organization in addressing the performance issues. It offers evidence to shed light on what previous studies have done in the same field by not inventing the wheel. This study also draws attention to any strengths or weaknesses of the earlier studies and offers evidence that will either prove or disprove our research hypothesis.

**Significance**

The findings are to underpin by the results and findings that can help the company realize and appropriately provide corrective action to reduce employee dissatisfaction, demotivation, low morale, underperformance, and conflict dilemmas in the work environment. The results are expected to highlight the existing performance issues impacting the employees' performance and work motivation. The study is expected to help improve employee performance, work satisfaction, employee motivation, conducive work environment for the employees.

**Assignment Scope**

This research focuses primarily on employees' development of compensation pay plans. It will examine the significant impact of employees and working conditions on employee performance and increased work productivity.

A thorough review was done before anything else. A bibliographical record was kept of all academic sources used in this study. An analytical and critical approach was adopted, not merely the description or explanation. However, it was possible to show any disagreements between the authors. In this way, it was directly informing the research aims, objectives, and questions alike.

The course also addresses how management affects employees’ performance and productivity impacts organizational performance. It highlights the internal and external forces that can negatively or positively affect organizational performance and motivational processes within the organization.

The assignment draws a few main conclusions that can assist the organization in positively adjusting and reacting to the change process. And how best it can add value to humanity and my personal development within my current organization's management and leadership processes.

This will benefit me professionally and academically within an environment to grow and contribute to society and my community by providing scientific and human relations aspects within the organizational systems of management.

This assignment will comply with the University of Atlantic International policies on academic honesty. On this assignment, all the work is my own. And not being presented as one's own words, ideas, or expression of another in any form is cheating (plagiarism). The statement of originality is also provided verifying as my own and any other sources used in this assignment are acknowledged and disclosed.

**Theoretical Review**

This section provides a review of seminal and modern evidence of scholarship and shows a relevant scholarly theoretical base. It offers proof that will shed light on previous studies done in the same field.

The study is expected to help and sensitize local and international authorities in formulating policies to address the identified issues of Marketing. The theoretical evidence assisted the writer in determining the validity of the collected data. The study also provides a review of seminal and modern evidence of scholarship and shows a scholarly theoretical base that was relevant. This course assignment adds potential practical value in assisting the governments with their efforts in managing businesses globally.

It offers evidence that will shed light on what previous studies have done in the same field. This study also draws attention to any strengths or weaknesses of the earlier studies done and offers evidence that will either prove or disprove our research hypothesis

This study used a funnel down approach - a conceptual framework deemed appropriate; linking the views of different authors as applied. The overall aim is to ensure generalizability. It supports and enhances the empirical evidence and the rigor of this study. A copy of the funnel-down approach framework is explained in the body of this assignment.

The study also provides a review of seminal and modern evidence of scholarship and shows a relevant scholarly theoretical base. It offers proof that will shed light on previous studies done in the same field. This study also draws attention to the strengths or weaknesses in the earlier studies done and will offer evidence that either proves or disproves our research questions.

**FINAL VIEWS**

The theoretical evidence assisted the writer in determining the validity of the collected data. The study also provides a review of seminal and modern evidence of scholarship and shows a scholarly theoretical base that was relevant. This Assignment adds potential practical value in assisting the government with its efforts in operating internationally.

It offers evidence that will shed light on what previous studies have done in the same field. This study also draws attention to any strengths or weaknesses of the earlier studies done and offers evidence that will either prove or disprove our study.

In summary, it provides sufficient justifications, the value of this study's inclusion, and its quality. It shared the appropriate procedural steps in carrying out this study. The framework adds value and rigor to the task of addressing the practical research problem.

The authors did not have much control over the main factors contributing to business success within the global market. This assignment draws sound conclusions and recommendations for different stakeholders and further research.

The Role of Human Resource Function

It is the management of the workforce of an organization. The workforce is human resources.

1. It attracts, selects, assesses, trains, and rewards people while ensuring compliance with employment laws.
2. Human resources create business value through the strategic management of the workforce and its Focus on talent management, succession planning, and performance-related dismissals.
3. Human resources align with the organization's business strategy and manage transformational change.
4. It attracts the right employees and manages their training and development during their period at the organization.
5. Human resources assess talent with performance appraisals and rewards accordingly.

**JOB ANALYSIS**

It is assessment of the work to be perform in alignment the individual job description to fit the designated job into a grading structure or match the individual capabilities to the job's requirements.

1. It identifies the work activities, tasks, responsibilities, skills, knowledge.
2. It provides organizations that determine the employees' best fit, understand the essential tasks and execute them. Human qualities are needed to manage them successfully.

**JOB ANALYSIS – J-A PROCESS**

Organizations are made up of various positions that must be staffed, and job analysis is the procedure through which the manager can determine those positions' duties.

**Job Analysis is fundamental as it highlighted :**

1. The Human Resource demand in the organization
2. It ensures that the company's missions are always fulfilled.
3. It becomes necessary to have existing and potential jobs analyzed and reanalyzed and designed and redesigned.

Job Analysis process:

1. The examination of the job, its place in the organization
2. In-depth analysis of the activities, responsibilities, duties, and job specifications – K.S.A.
3. A job description is created, area of responsibility, reporting to which manager, and duties to be performed.

**Definition of Job Analysis**

 Is the procedure through which the manager can determine the duties of these positions?

**Importance of Job analysis to H.R.M.**

The importance of Job Analysis to H.R.M. is inestimable. It is known as the building block of all private functions. Almost all H.R. activity requires some information from the job analysis exercise.

**Selection Process:** Here, the H.R. manager seeks to identify the most qualified candidate and tasks to be performed and the knowledge, skills, and abilities required to do them.

**Performance Appraisal** views the job performance to reward effective performance and improve those who need improvement or discipline if required.

**Training and Development** – This indicates the type and levels of training needed for the dept.

**Job Evaluation** – internally, equitable pay becomes available in the organization.

 **Career Planning-** This matches an individual's skills and aspirations with opportunities available in the organization.

**Work Redesign-** As Job Analysis and Job design are interrelated, organizations must redesign the work to make it more effective and efficient.

Human Resource Planning involves analyzing the organization, and human resource needs and developing activities that will enable the company to adapt to change. Information gathered from the job analysis assists in the creation of two main buy products.

**Job Description** – It is a written document of what the job holder does, how they do it, and what conditions exist when the job is performed.

This evolved from the job analysis process and emerged as the list of tasks, duties, and responsibilities.

**Job Specification**- when designing the job, the Human Resource Manager must determine the knowledge, skills, abilities, and other characteristics required of the person selected for the job.

 The Job description outlines duties and tasks to be performed

From the job analysis, fundamental factors emerged:

1. The overall purpose of the job
2. The job contents
3. Organizational factors- Reporting, responsibilities, hierarchy structure
4. Motivating factors are areas that can encourage or demotivate.
5. Development factors- Promotion, Training development
6. Environmental factors- working conditions, health and safety issues, unsocial burns, and mobility.

**Human Resource Planning**

Key Activities of H.R. Manager:

1. Resourcing: Planning and Recruitment & Selection Process
2. Development – H.R. Training Career & Planning Succession
3. Knowledge Management
4. Employees Relationship
5. Performance Management
6. Reward Management
7. Organization – Organization Design- Job Design- Job Analysis
8. Employee Relations and Law – Industrial Relations- Pay Systems & Health benefits

H.R. Planning addresses H.R.'s needs in both quantitative and qualitative.

* **Quantitative – determine how many people are needed**
* **Qualitative choose the sort of people that are needed**

As previously mentioned, the H.R. Planning and Recruitment process has become the most critical H.R. activity. It seeks to provide the company with the right people to perform the tasks appropriately to ensure the effective delivery of products and services.

**Factors to be considered in Forecasting HR Needs**

Employees plan to build on promises or basic assumptions about the future. Forecasting aims to develop these basic promises when planning for employment requirements. There should be three sets of Forecast.

* Personal Needs
* Supply of Inside Candidates – Internal Market
* Supply of External Candidates – External Market

Forecasting is the first step in the H.R. Planning process in which the H.R. Manager seeks to identify the supply of, and demands for, the various human resources. The primary aim is to predict areas in the organization where there will be shortages of surpluses.

**Statistical methods used in H.R. forecasting**

Special techniques or quantitative methods are available to H.R. Managers for performing H.R. forecasting Activities.

1. **Trend Analysis –** This involves studying a firm's past employee's needs over many years. For example, five to predict what the future needs will be. The analysis is quite valuable as it identifies and assists in estimating trends in turnover or employment needs. This acts as a guide in H.R.
2. **Ratio Analysis-** This is a forecasting technique for determining the future staff needs, sing ratios between sales, volumes, and number of employees needed. The H.R. or Line manager can use this data to make projections for staff required for the future, making estimates based on this ratio analysis.
3. **The Scatter Plot Analysis** his technique is referred to as the correction coefficient.
4. **The computerized Forecast Technique** is defined as determining future staff needs by projecting a firm's sales, production volumes, and maintenance personnel. This system is fast and economical, and employees can quickly translate estimates of Projected productivity and sales levels into forecasts of H.R. requirements.

**SUPPLY FORECASTING**

This measures the number of people available from within and outside the organization after allowing for turnover, absenteeism, wastage, and promotion.

The supply analysis incorporates:

1. Sources of supply within the organization
2. Sources of supply outside the organization

**Existing human resources:** Retirement age of staff and ability to be retrained.

**Employee wastages:** Downtime-idleness, industrial action, and illness

**Promotion:** Succession Planning, Career Planning, and advancement

**Changing conditions attitudes:** health, safety issues, assets Noise, Pollution’s communication issues, and low morale.

**Recruitment and Selection**

The second process of resourcing activity is recruitment and selection.

**Defining Requirements**

There will be demand for replacements or total new jobs, and those demands should be checked to ensure they are satisfied.

Job requirements will be set out in the form of a job description.

It defines the reporting responsibilities, the main activities, or tasks to be carried out, and any other special requirements. Job Specification defines the education, training, qualifications, and competencies needed.

Analysis of Job Specification**:** can be set out using the following steps listed below:

1. Competencies are what the individual needs to know and can do to carry out the task.
2. Qualifications – Training, Professionalism, Technical and Academic qualification
3. Experiences – the type of achievement experience /knowledge known.
4. Organizational fit corporate culture formal and informal
5. Special Requirements- traveling unsocial hours' mobility.
6. They are meeting candidates' expectations of how the organizations meet their needs, primarily through training, security, and promotion.

**DANGERS /DISADVANTAGES OVERSTATING REQUIRMENTS**

1. Too many overqualified personnel applying
2. Applicants may not be pleased with the salary benefits of the current job.
3. The caliber of applicants becomes challenging to attain.
4. Continuous high turnover

**DANGERS/ DISADVANTAGES OF UNDERSTATING OF REQUIREMENTS**

1. Low quality of applicants applying.
2. Low productivity due to the lack of skills and knowledge of applicants
3. Frustrated employees in the organization

**Determine the vacancy and the requirements of a role:**

* Two approaches - Job Analysis Approach and Competency-Based Approach
* Different ways of enabling a systematic gathering of information on the tasks and responsibilities of a role to determine the attributes needed
* Argued to enable fairer decision making
* Debates about the pros and cons of each

**Maintaining a Workforce**:

* Recruiting, Selecting & Onboarding Staff

**Maintaining a productive workforce:**

* Managing vacancies (turnover and promotions) and ongoing changes

**Anticipating turnover plus future needs:**

* Succession planning (talent development) for critical roles that will become vacant

Planning re overall resourcing needs in line with org strategic plans (right no’s, right skills, right place) – talent development?

**Considerations in R&S Process**

Potential for discrimination – staying within the law:

* It is essential to avoid bias in recruitment, selection, and induction processes
* In Europe - The equality Act (2010) prevents discrimination in the workplace
* Workers might take the employer to an employment tribunal if they believe they were not selected for a particular job because of discriminatory practices.

**Benefits of Internal Recruiting:**

1. The organization already knows current Employee's strengths and weaknesses
2. Internal candidates are loyal
3. Increased morale among employees
4. Internal candidates require less orientation and training
5. It is cheaper and faster to fill vacancies from within

**Disadvantages of Internal Recruiting:**

1. Those inside candidates who apply for jobs and are not selected may become dissatisfied, frustrated, and demoralized
2. Inbreeding may occur
3. Inside candidates do not usually bring innovative ideas or diverse ways of doing business. The thinking is alike, and as such, the same modus operandi tends to prevail

**Advantages of External Recruiting:**

1. External candidates may expose the organization to innovative ideas or diverse ways of doing business
2. The likelihood of inbreeding is minimized
3. This medium makes it easier to fill vacancies

**Disadvantages of External Recruiting:**

1. External candidates require more orientation and training
2. It can be very costly
3. The process takes longer to fill vacancies

**Ways of recruiting internal candidates:**

1. Job Posting: This means publicizing the job opening to employees via various means such as placing on notice boards, use of the intranet
2. Succession Planning: This involves systematically identifying those persons who display certain leadership qualities and grooming them for critical positions within the organization by assessing candidates and providing them when filling vacancies.

**Ways of recruiting external candidates**

Transitioning new employees into any organization requires familiarizing them with goals, objectives, mission, values, history, philosophy, procedures, and rules governing the employment relationship within the organization. The recruiting brand within the Turks and Caicos Islands National Insurance Board treats all applicants with equal consideration and recruits the best available candidate.

Selecting the best applicant is based on merit and must be satisfied among others, the following:

1. Educational qualifications and work experiences as specified in the requirements for the job.
2. Proven ability and the passing of appropriate tests
3. References acceptable to the TCINIB
4. The Board approves the majority decision of an interview panel or a selection process of Directors.

**Employment Preference:** The N.I.B. may look internally and externally to recruit the best candidate, but preference will be given to suitable, qualified, and capable employees. This means that external candidates will only be recruited, failing the identification and approval of an appropriate internal candidate.

**Vacancies:** Internal Advertising: the positions are filled from within the N.I.B. whenever possible. All vacancies that arise are advertised for at least five clear working days by a vacancy circular sent to all N.I.B. offices to allow all interested staff members ample opportunity to apply. Applications from serving employees must be channeled through the respective Heads of the Department, who in turn attached their recommendation, if any, and forward it to the Human Resources Department. Selection Committee; are responsible for the recruitment process.

**External Advertising:**  If positions cannot be filled internally, such places are sourced externally. The following procedures are applied when filling vacancies from outside the N.I.B. The particulars f the position, including employee Job description, qualifications required, and the salary range offered, are prepared; the position is advertised locally, and where the Board of Directors may decide, overseas, for a period of at least five clear working days, note exceeding q0 working days at any one time; and a selection committee including supervisor or head of a department is assembled in keeping with this policy. The National Insurance Board reserves the right to administer an aptitude test where necessary.

**Reference Checks:** The TCINIB reserves the right to obtain and carry out background checks on shortlisted candidates before interviews are undertaken for prospective employees. Prospective employees are required to provide the TCINIB with certified copies of evidence of qualifications and a Certificate of Good Character from the local authorities as part of the pre-employment requirements.

 **Employment offers:** The TCINIB shall conclude its hiring process via a formal written offer of employment to successful candidates in the form of a draft letter of appointment and contract. On review, the final submission of work shall state the terms and conditions of employment, including performance requirements, declaration of confidentiality, caveats, and reference to the attached job description. Acceptance of the offer of employment are signed off the appointment and contract and is constituted in the final letter of license and agreement on acceptance.

**New Employee Orientation / Induction:** Accordingly, orientation programs for new employees are implemented either on a singular or a collective basis. This process is used by the organization informally welcome all new employees, ensuring that they feel comfortable, informed about the N.I.B., and prepared for their position. All new employee orientation is coordinated by the Human Resources Department on behalf of the receiving department.

The validation process consists of five steps:

**Analysed the job.** In this step, the job must be analysed, and job descriptions and job specifications written. The human traits and skills required for the job to be successfully performed are specified.

**Choose the test**. The manager should then select tests that will measure the attributes essential for job success. Several tests are usually combined into a test battery, measuring a range of predictors.

**Administer the test.** The manager then selects tests that will measure the attributes necessary for job success. Several tests are usually combined into a test battery, whereby a range of predictors is measured.

 **Relate test scores and criteria**. This step involves determining whether there is a committed relationship between the scores and the performance. Using correlation analysis, this is done by choosing the statistical relationship between the scores and job performance.

**Cross-validate and revalidate.** This is the last step involved in checking the test before using it by cross-validation. This is done by conducting step-3 and four again, but this time on a new sample of employees. The test should also be revalidated from time to time.

**Performance Management**

Stage -1 Identify and agree with performance objectives:

Outline line of sight between individual and strategic goals- provide a clear understanding to the staff of roles and importance of Employee's job in achieving objectives.

 Ensure alignment of organizational, departmental, team, and individual objectives when setting the performance targets of each member of staff and their development programs

Identify resources needed for the achievement of targets

 Define employees' career concerns and ensure that the performance appraisal program reflects the relevant issues.

Stage -2 Ongoing Support and Review of Performance:

 Actively monitor the performance of staff and provide continuous feedback as to their progress

Encourage, guide, and support the team along the way to enable their surpassing of targets

Consult with staff on the progress of their career action plans and link identified needs with available organizational resources/solutions.

Stage-3 Review and Appraise Performance:

Have objectives, fair and balanced basis for assessing performance as an example. One or two critical incidents should not be used to judge performance for the entire period. Similarly, appraiser biases such as personality preferences should be eliminated when appraising employees. The possibility of discrimination can be reduced using appraisal methods such as a standard, objective yes/no checklist. Setting smart targets

 Advice on development priorities as revealed by Performance deficiencies and recommended improvement options to be pursued. Managers should also assist staff in getting access to these improvement options if available in the organization.

Final stage - Responsibilities of the staff:

The staff members should not be passive participants in the Performance Management Process. Instead, they should actively use it as a tool that facilitates the progression and development of their professional careers. Specifically, the performance management system targeted – the setting process should spur the result of a career action plan stating career goals and outlining the activities involved in attaining these goals and objectives. The continuous feedback and evaluation process should then measure actual progress against this plan and determine the revisions or self-improvement options to be pursued. Of note, staff should take responsibility for proactively seeking feedback on performance throughout the year and acting on the information obtained. Human Resources Department provides more information to manage the Appraisal system process.

**1- What are the pros and cons of five sources of job candidates?**

 Answer:

Below is the list of the pros and cons of five sources of job candidates

 **Internet:**

* Pros: It reaches many people and can get immediate feedback.
* Cons: It generates many unqualified candidates

**Employee Referrals**:

* Pros: Knowledge about the organization provided by the current employee; can generate strong candidates because a good referral reflects on the recommender.
* Cons: May not increase the diversity and mix of employees

**Company Web sites:**

* Pros; Wide distribution; can be targeted to the specific groups
* Cons: It generated many unqualified candidates

**College Recruiting:**

* Pros; Large centralized body of candidates
* Cons; Limitations to entry levels positions in the organization.

**Professional Recruiting Organizations:**

* Pros: Good knowledge of the industry challenges and requirements.
* Cons: Limited commitment to the specific organization.

 **2- What are the main types of information that application forms provide?**

**Answer:**

Application forms provide 4 types of information

1. Does the candidate have the necessary education or experience for the job
2. Provides applicants' previous progress and growth, especially important for management candidates.
3. Provides previous work records to assess the applicant’s suitability
4. Application data can determine if an applicant will succeed

**3. What should employers keep in mind when using Internet sites to find job candidates**?

Answer: Using internet sites to find job candidates, has two potential problems that employers must address. They should keep track of each applicant’s race, sex, and ethnic group. As it is easy to submit resumes online that many applications may be unsolicited and not job specific. Secondly, it is often too much of a good thing employers end up with deluged resumes. Dessler ( pp. 180, 2008)

**4-What are the main things you would do to recruit and retain a more diverse workforce?**

* Answer: To recruit and select employees with the appropriate skills, aptitudes, and attitudes to meet the business needs.
* To provide terms and conditions for employment that attract, retain, motivate, and reward employees and reflect local market conditions.
* To comply with all legislative requirements and align ourselves with their employees to good practice.
* To define management and leadership behaviors and develop an institution-wide succession planning process to identify talents and safeguard business-critical roles.
* To invest in talent development and provide training and development for employees.
* To treat employees fairly, consistently, and with respect
* To seek Employee's views and feedback using appropriate communication channels and engage in Employee's consultation as and when appropriate
* To define the standards of performance and conduct expected of employees.

**5- How would you describe the recruiting “brand” of your current or previous employer or your university? What would you do to revise that brand?**

 **Employment Preference:**

* To recruit the best candidate, the NIB may look internally and externally but preference will be given to suitable, qualified, and capable employees. This means that external candidates will only be recruited failing the identification and approval of a suitable internal candidate.

 **Vacancies :**

* Internal Advertising: the positions are filled from within the NIB whenever possible. All vacancies that arise are advertised for at least five 5 clear working days by a vacancy circular sent to all NIB offices to allow all interested members of staff ample opportunity to apply.

**External Advertising:**

 If positions cannot be filled internally, such positions are sourced externally. The following procedures are applied when filling vacancies from outside the NIB. The particulars f the position, including employee Job description, qualifications required, and the salary range offered are prepared; the position is advertised locally, and where the Board of Directors may decide, overseas, for a period of at least 5 clear working days, note exceeding q0 working days at any one time; and a selection committee including supervisor or head of a department is assembled in keeping with this policy. The National Insurance Board reserves the right to administer an aptitude test where it is deemed necessary.

**Reference Checks:**

 The TCINIB reserves the right to obtain and carry out background checks on shortlisted candidates before interviews are undertaken for prospective employees. Prospective employees are required to provide the TCINIB with certified copies of evidence of qualifications and a Certificate of Good Character from the local authorities as part of the pre-employment requirements.

 **Employment offers:**

The TCINIB shall conclude its hiring process via a formal written offer of employment to successful candidates in the form of a draft letter of appointment and contract. On review, the final offer of employment shall state the terms and conditions of employment including performance requirements, declaration of confidentiality, caveats, and reference to the job description which are attached. Acceptance of the offer of employment are signed off the appointment and contract and is constituted in the final letter of appointment and contract on acceptance.

**New Employee Orientation / Induction:** Accordingly, orientation programs for new employees are implemented either on a singular or a collective basis.

This process is used by the organization informally welcome all new employees; ensuring that they feel comfortable, informed about the NIB, and prepared for their position. All new employee orientation is coordinated by the Human Resources Department on behalf of the receiving department. Generally, the orientation program includes among other things an overview of the NIB’s history, an explanation of its core values, vision and mission, and its goals and objectives. In addition, the new employee will be given an overview of benefits and legal issues and complete any necessary paperwork.

**What system of measurement would you use to analyze the effectiveness of the recruiting efforts of your current or previous employer? Why did you choose these?**

Answer:

Efforts to be considered in ensuring the effectiveness of recruitment and selection process application:

Conduct a job analysis: it assists in determining the duties of the job. It plays a critical role in the following processes: Selection process, Performance Appraisal, Training and development, and career planning.

Planning: it is the most strategic resource. It addresses the human resources needs both quantitative and qualitative.

Forecast Needs Assessment: its primary aim is to predict areas in the organization where there will be shortages of surpluses

Managed all vacancies: it assists the organization with its turnover and promotion efforts and ongoing changes.

Anticipate turnover plus future needs.

Make room for succession planning: Talent development for critical roles that will become vacant.

In addition, planning re-overall resourcing needs in line with the organizational strategic plan. It helps in hiring the right number of employees, the right skills & place, and talent development. Finally, it is essential to avoid any kind of biases in the recruitment, selection, and induction process.

**Choose two tools HR managers to use for employment forecasting and personnel planning and explain how to use them.**

Answer

**Trend Analysis:** This tool studies the firm past employment needs for years to predict future needs. It analyzes the initial estimates of staffing needs, employment levels, sales volume, and productivity also affecting staffing g needs.

**Scatter Plot Technique:** The human resource manager will forecast the level of the business activity, and they should be able to estimate the organization's personnel needs requirement.

**Briefly describe how you would apply talent management principles in improving your employer’s workforce planning processes.**

 Answer:

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**HR IN ACTION CASE INCIDENT 1**

**Finding People Who Are Passionate About What They Do**

**Identify some of the established recruiting techniques that underlie Trilogy’s unconventional approach to attracting talent.**

Answer:

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Planning: it is the most strategic resource. It addresses the human resources needs both quantitative and qualitative.

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**What elements of Trilogy’s culture most likely appeal to the kind of employees it seeks? How does it convey those elements to job prospects**?

Answer:

**Development of an appropriate organizational culture**

Culture techniques: Culture change cannot occur overnight. However, management can foster the development of an appropriate culture by promoting positive actions that seek re-in force the desired behavior. it is suggested that there should be :

* Clarity with regards to what should be aimed at and the changes to make
* Constant and consistent communication of the need for / benefits of change and the new values to emulate
* Establishment of a clear leadership structure, for example, a Performance-Based Management System (PBMS) Team with the authority at the highest levels of the organization
* Provision of appropriate guidelines to staff output focused job description, standards/ targets, etc
* Positive reinforcement for example ( recognition, rewards) for staff who demonstrate the desired behavior
* A monitoring and feedback system that will always monitor and evaluate progress regarding the change effort, and suggest corrective recommendations when progress seems to be behind the target.

**Key Success Factors**

The key to success in achieving sustainable culture change is the establishment /existence of a :

1. The supportive structure that constantly promotes and reinforces the new culture, having clear and well-understood performance standards/targets. There should always be active promotion by management of the new culture and consistency in the messages management sends.
2. A clear line in sight between the new culture and the way jobs are performed/standards expected. In short, how the new culture will impact daily performance needs to be understood.
3. Commitment and buy-in of all members of staff

Finally, all members of the organization must be seen to be involved in the process. As such change cannot be seen to be a process that is driven by the Human Resource Department alone, as line management must be seen to be a critical part of the leadership system.

**The stages in the managing performance :**

1. Identify and agree to performance objectives
2. Ongoing support & review of the performance
3. Formal review & appraisal performance

**Roles and Responsibilities**

The assignment in the filling of key role and responsibilities are essential to employee motivation and performance within the organization. These roles must be properly identified and communicated as the effective performance of the key tasks involved . By Supportive Leadership, Motivation, and Team Building efforts; communicating reasonable expectations as to the behavior desired from each employee in the organization; leading to the alignment of corporate, individual, and team objectives; and enabling the creation of the “Buy-In” this is necessary to support appropriate culture

**Would Trilogy be an appealing employer for you? Why or why not? If not, what would it take for you to accept a job offer from Trilogy?**

**Answer:** In my opinion, Trilogy would not be an appealing employer for me, at this point in my life. The company while company provides all the facilities to the average age of employees 26 and their spouses. They can demand fun things. Therefore, in each point of view, it is not flexible for me.

**Question. No.4 What suggestions would you make to Trilogy for improving its recruiting process?**

Answer.

Conduct a job analysis: it assists in determining the duties of the job. It plays a critical role in the following processes: Selection process, Performance Appraisal, Training and development, and career planning.

Planning: it is the most strategic resource. It addresses the human resources needs both quantitative and qualitative.

Forecast Needs Assessment: its primary aim is to predict areas in the organization where there will be shortages of surpluses

Managed all vacancies: it assists the organization with its turnover and promotion efforts and ongoing changes.

Anticipate turnover plus future needs.

Make room for succession planning: Talent development for critical roles that will become vacant.

In addition, planning re-overall resourcing needs in line with the organizational strategic plan. It helps in hiring the right number of employees, the right skills & place, and talent development. Finally, it is essential to avoid any kind of biases in the recruitment, selection, and induction process.

**HR IN ACTION CASE INCIDENT 2**

**Carter Cleaning Company**

**Questions**

1. First, how would you recommend we go about reducing the turnover in our stores?

 Answer:

EMPLOYEE TURNOVER

HR and Organizational Considerations

1. How does our turnover rate compare to competitors in our field: if yes, would we expect that?
2. Is the turnover more significant in some areas of the business/organization than others – if so, why? What might we do about it?
3. Does our level of turnover matter? Are we losing talent, how much is recruitment, selection, and training costing us?

Analysis of Voluntary strategies and Improvement Retention Efforts:

1. If turnover matters, should we monitor it, and what sort of data should you collect?
2. How easy is it to measure?
3. When should we look to do something about turnover?
4. i.e., improve retention

Turnover Measurement strategies

1. Not easy to get precise information (e.g., who left entirely voluntarily etc.)
2. Requires someone to collate and interpret data – putting a cost on the data is tricky.
3. Statistics alone without qualitative information may be misinterpreted
4. Competitors are not collating or do not appear to be collating this data; therefore, the comparative elements are missing

Monitoring turnover:

1. Who left voluntarily over a defined time the previous year – not been dismissed for misconduct or made redundant?
2. Who and how many people might you have wanted to avoid leaving?

**2.** **Provide a detailed list of recommendations concerning how we should go about increasing our pool of acceptable job applicants, so we no longer face the need to hire almost anyone who walks in the door. (Recommendations regarding the latter should include completely worded online and hard-copy advertisements and recommendations regarding any other recruiting strategies you would suggest we use.)**

Answer:

Conduct a job analysis: it assists in determining the duties of the job. It plays a critical role in the following processes: Selection process, Performance Appraisal, Training and development, and career planning.

Planning: it is the most strategic resource. It addresses the human resources needs both quantitative and qualitative.

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**Formal and Informal learning outcomes**

I will also ensure that a standard of performance is set for all employees. They must have clearly defined targets and standards which is acceptable and can be used to judge their progress. They must be guided; they will need a sense of direction and feedback on how they are doing. I will ensure that each employee is satisfied with the level of learning provided, in addition to establishing the platform to determine whether they can learn under difficult circumstances and whether their development needs are being met.

Currently, I manage the Compliance Department and supervise five Compliance Inspectors. My role as a Senior Compliance Officer involves training and development, assisting with the development of all training programs that are designed to address performance indicators and areas of improvement, guiding all compliance staff, and ensuring that all targets are conscientiously pursued and achieved.

Throughout the year performance is evaluated in line with the Turks and Caicos Islands National Insurance Board Performance management-based system. I apply the performance cycle, setting smart goals, and monitoring performance in quarterly and annual reviews.

**Planning stage**: I set performance targets for the fiscal period, and both I and the employee agreed by signing and dating.

Monitoring stage: I will meet with employees on a weekly and quarterly basis, to evaluate performance against the agreed target.

Review Stage: I will evaluate the overall progress of employee performance, to determine whether goals were achieved. I provide the incumbent with a copy of his last assessment for the previous year. During the meeting, he is provided with a current job description. After the meeting the incumbent is provided with a copy of his current job, listing all areas of key knowledge, skills, and experience that need improvement. Here courses are identified, and the personal, academic, and professional development plan is recommended. The development plan is agreed upon by the supervisor and employee. The planned objectives are reviewed by the date agreed. The learning outcomes from my career professional development plan have motivated me to continue looking forward to advancing my career, by pursuing self-study and training to enhance my technical and interpersonal skills. Seeking out and participating in opportunities aimed at being a more effective leader. Evaluating my development plan initiatives and scheduling performance meetings with staff members to obtain a better understanding of their needs and the resources needed to make their job more productive and satisfying.

The development will focus on broadening skills and knowledge for future responsibilities and promotional opportunities within my present organization. Ensuring that lines of open communication across all levels of management, active involvement of staff in the decision making, and ensuring transparency and directing of information are done effectively.

. **Conclusion**

This course has provided me with a comprehensive understanding and appreciation of the role of compensation management in the success of an organization. It has allowed me to become more familiar with the Compensation policies and regulations applicable in the Turks and Caicos Islands.

 In addition, it has benefited me academically and professionally and provided me with the tools and resources that can assist me in examining the different compensation philosophies, trends, and legal requirements within the organizational setting.

I can now demonstrate a clear understanding of the compensation policies and practices that are most appropriate in any organizational setting. And with the comprehensive knowledge and appropriation for this role aid me with the abilities and capabilities in developing a clearer understanding of the legal compensation requirements in the employment sector at a local, regional, national, and internal level. And their impact on Compensation management.

The basic knowledge has benefited me academically and professionally with an environment to provide supportive services to my current organization and other stakeholders at local, regional, national, and international levels.

**RECOMMENDATIONS**

The study recommended that the organization implement an effective Performance Management and Appraisal System that will assist the organization in evaluating performance on a quarterly and annually basis. The system will also help in determining whether strategic goals and objectives are being met or not. Finally, management should provide a mechanism for managing employee expectations of both parties involved in this relationship. (Psychological Contract).Determine whether performance objectives are being met. Understand the employees' critical areas of accountability. Make qualified decisions within the employees' competencies and avail them of learning and development opportunities to meet their performance targets competently.

**Future objectives to be implemented by the organization**

* The establishment of an effective performance management system and learning culture**.**
* Encourage upward communication and the adaptation of a participative and democratic leadership style in alignment with the organization's strategic direction.
* Manage, and encourage jobholder’s development needs; evaluate performance fairly and objectively. (Job Description and Job Specification)
* Recognize fully effective and better performance categories and manage classes of performance that are not fully effective and lower.

**Assignment Limitations**

Our assignment is only for the foreseeable future etc., in the wake of the current and changing legislation. The researcher had to reach most of the participants via email; this was one of the key challenges in collecting the primary data.

**Suggested Area for Further Study**

This assignment only impact of employee relations, and work environment on employees' performance within an organizational setting. Therefore, other researchers should conduct investigations in other organizations or institutions, including the Turks and Caicos Islands. Also, further study should explore the advantages and disadvantages that the organizations reap from improving work culture and performance culture.

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**STATEMENT OF ORIGINALITY**

**Student Name:** Dexter Jermaine Parker

**COURSE NAME:** **Developing Compensation Plans AIU** - **Exam**

**SCHOOL:** Business and Economics

**Assignment Title:**

(Resubmission - Human Resources: Personnel & Recruiting AIU-Exam**)**

**Student ID number**: UD7228BHUB1442

This Course Work assignment is a result of my work. All academic sources used in this study are fully acknowledged and disclosed, in line with the MLA System Referencing.

**Student Signature Date: May 9th, 2022**

**Dexter Parker**