Case Study

Ontario Electronic Expansion

Human Resource Management - BUSI 3102 D

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Q: Assuming you are given the responsibility of recruiting these needed employees, what Channels would you use to find and attract each type of recruit sought?

A: Since the skills that are required for these positions are not found within the company, external recruitment will be required. While choosing the different channels, the criteria will be based on three aspects: the amount of applicants we will need, the budget and the characteristics of the job position.

Regarding the number of applicants, we need to fill 29 positions. For each position we would need an appropriate amount of applicants for the selection process as we need to assure that the personnel we are hiring will be a good fit within the organization. Around 3 to 5 applicants per position should suffice.

We also need to make sure that we do not overspend on this operation. For this to occur, we need to prepare an appropriate budget. This budget should take into account the salaries that will be paid out and the costs associated with the recruitment efforts.

There are a variety of job characteristics required for these positions and as a result many different channels will need to be utilized. Regarding the office manager, keyboard operator, secretary and junior engineer positions, the job characteristics are easily found and so conventional methods of seeking these applicants will be used. The first method that will be used is employee referrals. It is seen that external recruitment generates feelings of lowered morale and motivation in current employees.This method

of recruitment however will assure that there are minimal problems between the new employees and the ones currently employed. It will also engage the current employees; increasing morale. Next we can look at methods such as employment agencies, posting on job recruitment websites such as Monster and holding job fairs in places such as Universities. The keyboard operators and secretaries will be easily found by employment agencies. The office manager will require applications from job recruitment websites as the employee will require a higher degree of qualification and experience. The junior engineering positions can be filled by upper engineering students graduating from universities.

The 7 senior engineering positions will involve a more rigorous approach as specialists are hard to find due to higher salary standards. These employees will have to be sought out and interviewed instead of taking the conventional applicant approach. Websites such as linked-in and zerply will be utilized and patrons will be screened and then promptly contacted for an interview for the selection process. This will ensure the qualifications are genuine and lessen the time required to look through applications.

A similar approach will be used to fill the patent lawyer positions. Several patent firms within the ottawa-hull region will be contacted and appointments will be made to discuss options. The best service based on cost, qualifications and experience will be selected and then contracted to fulfill the patent requirements.

Q: What other actions should the human resource department take now that there is the possibility of very rapid expansion?

A: With opportunities of an expansion within the business, it is crucial to ensure that the introduction of new growth strategies meet the organization's goals and objectives. The key to successfully ensuring that the strategies are aligned with the organizational objective is to execute an environmental analysis. This will allow the Human Resource department to comprehend the situation in which the recruitment process lies upon.

In the short run, the Human Resource department must consider various aspects that would lead to effective selection of new recruits. The first factor to consider is the image of the organization. Are there optimistic perceptions of the organization in terms of employee treatment and working conditions. This is a crucial factor to the organization as it will encourage people of various experiences to apply for the job vacancy of their profession. The second factor is whom the HR department is targeting to recruit. What are the specific skills that the organization is looking for to pursue this project? This is important as clarifying these characteristics will ease the recruitment process by giving the HR department guidelines of the ideal candidate that they are looking for. The third factor is altering the job responsibilities through clarifying and redefining the job specifications and qualifications. This will allow the new recruits to understand their position, responsibilities and authority in the organization and minimize any problems upon employment.

The fourth factor is analysing the salary expectations of each new recruit. Salary compensations will be based on current industry standards as well as the individual's level of experience and education. Analysing this will also assist the HR department in the preparation of the budget. The fifth factor is the procedure that the HR department will undergo to accomplish a successful recruiting process of hiring the right person for the right job. This selection process will be based upon the right educational requirements as well as the personality and skill requirements that will best fit the organizational climate. The sixth and final factor is contacting the organization to communicate any further plans that must be implemented in order to maintain a proactive strategy within the company.

Conversely, in the long run, it is vital that the HR department analyzes the significant factors that would affect the success of the firm. The first factor is to assess trends in the external labour market. This will allow the organization to have an idea of newly developed recruiting techniques and the demands and requirements of potential employees that will enhance the ability to hire experienced, competent, professional workers. The second factor is to assess trends in current employees. Are there various factors that would affect the ability of existing employees to increase productivity? Possible factors may include the motivation of employees, training in improving productivity, job satisfaction and level of complaints and concerns. Corrective measures must be taken into consideration for such concerns. The third factor is assessing the future organizational plans. Do the current short term objectives align with the long term

organizational objectives? It is important to ensure that there is no conflict between the objectives of different departments and the organization itself. Ensuring that the objectives are aligned, will enhance the ability of the organization in carrying out further developments without any obstructions. Also, if the HR department is aware of upcoming projects they will be able to take a proactive approach in planning for any future recruitment. The fourth and final factor is assessing the general economic trends. Are there various economic trends that are likely to affect the expansion of Ontario Electronics? Recessions tend to have a negative impact on companies so Ontario Electronics should plan for this by generating a safety net to minimize losses.

References:

Coutino-Hill, V. (Director) (2014, May 8). Recruitment and Selection. *Human Resource Management*. Lecture conducted from Carleton University, Ottawa.