

Tanglewood case 3 essay



**ASSIGN
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Tanglewood Case 3 Recruitment MDezzerlie HR 594 ?

DESCRIPTION/INTRODUCTION: Tanglewood is in need of new employees because of turnover just like any other retail organization. The managers of Tanglewood realize this is a concern, but realize they do not have any centralized method for recruiting new employees. Evaluating the recruiting methods and creating a guide for Tanglewood will assist in developing a recruiting service to follow the mission statement of the unique company culture. Upon developing a recruitment guide for the sale associates will attract more qualified applicants.

The guide will provide details such as time, money, and applicants required to fill the job as the steps are provided also. RECRUITMENT GUIDE FOR SALE

ASSOCIATES: Position: Store Associates Reports to: Shift Leaders

Qualifications: Prior experience in sales, customer service and other areas interacting with the public. Knowledge of Microsoft Office and computer basics. Ability of walking or standing during entire shift. Able to lift 35 pound daily. Must be available Sunday-Saturday for shifts. Relevant labor market: Pacific Coast Area – Oregon & Washington Timeline: On-going

Activities to undertake to source well-qualified candidates: Media: printing, radio, television advertising sources, standardized job applications. Referrals: Employee referral Kiosk: Computerized, electronic application process State Job Service: Employment Service Staffing Agency: Western Washington Staff members involved: Vice President for HR, Staffing Services, Retention Manager, Recruiting Manager, Selection Manager and Training and Development Director. Budget: \$2, 000 – \$8, 000 BEST TARGETS FOR RECRUITING EFFORTS:

Finding the Western Washington uses a variety of recruiting methods; referrals from current employees when positions are not filled the kiosk method is used. This region has overtime phased out the traditional media methods. Eastern Washington division using the job service recruiting method has not been successful and used a traditional method; recruiting methods of the Northern Oregon division used media and in-store kiosks and staffing agencies. Southern Oregon having the least amount of stores uses a combination of staffing agencies, referral, and kiosk advertising.

The best targets for Tanglewood's recruiting efforts are the reluctant applicants that have interest in the organization but are in conflict with their work schedule. Tanglewood does not extensively use a flexible workforce, such as temporary employees, but allows employees to work around their schedules. Tanglewood also encourages the employees with open communication within the organization in providing employees with information on the company's share price and overall profitability for each quarter, along with other details about the company's activities.

Other reward seekers are mandatory weekly store meetings that allow employees to voice their suggestions for in-store improvements, associates who make suggestions that are implemented by management receive financial bonuses, along with department managers whom develop and implement new policies and procedures also receive financial bonuses. Finding applicants specific KSAO knowledge that is required within the job will be a targeted recruitment that will help narrow the qualified potential applicants and also facilitates a more personal approach to each applicant.

Appendix B provides data from four divisions of Tanglewood, regarding Media, Referrals, Kiosk and Job Service recruitment. In Western Washington I found that the Job Service has the most number of applicants use of 4236 along with Candidates of 1398. The applicants that were hired were among the employee referrals. The overall qualification rate were amount the referrals, kiosk, media, and job service. Cost of setup per site is \$10, 000, Kiosk \$40, 000; materials cost per applicant for media, is \$10. 00, referrals \$10. 00, Kiosk \$1. 00 and Job Service \$5. 00. Total cost: Total Cost Per Hire: Media – \$719, 2803, 525. 88 Referrals – \$2, 606, 2402, 486. 87 Kiosk – \$2, 413, 5743, 701. 07 Job Service – \$712, 7201, 885. 50 Eastern Washington uses Media applicants 4592, Referrals 4046, Kiosk 2776. The overall qualification rate is at 35% for Media, Referrals at 43% and Kiosk at 40%. Cost per set up per division: Media and Referrals at 250, 000 and Kiosk at 1, 000, 000. Total Cost: Total Cost Per Hire: Media – \$1, 799, 200. \$2661. 54 Referrals – \$2, 565, 760. \$2, 525. 35 Kiosk – \$1, 982, 936. \$4, 466. 07 Northern Oregon also uses Media recruitment; applicants are 2686, Kiosk 3896, and Agency Recruitment 1290.

The overall rate is Media at 41%, Kiosk at 43% and Agency of 48%. Cost per set up; Media at \$10, 000, Kiosk at \$40, 000 and Agency of \$50, 000. Total Cost: Total Cost Per Hire: Media – \$1, 022, 720. \$2, 809. 67 Kiosk – \$2, 246, 696. \$3, 228. 01 Agency – \$1, 451, 400. \$2, 962. 04 Southern Oregon uses Referrals of 1384 applicants, Kiosk 2280, Agency of 1132 applicants. The overall qualification rate is for referrals 44%, Kiosk, 38% and Agency at 46 %. Total Cost: Total Cost Per Hire: Referrals – \$1, 054, 880. \$2, 663. 84 Kiosk – \$1, 409, 600. \$4, 073. 99 Agency – \$1, 245, 120. 3, 176. 33 “ Northern

Oregon has suggested that the other divisions of the company use a policy of using kiosks and staffing agencies rather than using the more “touchy-feely” method of relying on referrals”. I agree with this division of rejecting the use of employee referrals of unqualified individuals who can be selected without the required qualifications due to favoritism. Having this implemented can save recruitment money. Focus Groups are an excellent way to evaluate new ideas for the recruiting process and reducing employee turnover.

Tanglewood is highly committed to improving customer service quality and proposes that finding the cheapest way to hire is not sufficient. PROPSALS Targeted I am proposing that Tangelwood focus on advertising and recruiting efforts by tailoring job announcements to attract segments of the labor market with KSAOs or demographic characteristic. This will narrow the pool of potential applicants and allow HR to concentrate more on the efforts on the most qualified applicant. Realistic Rather than describing what the organization thinks job applicants want to hear, Tanglewood needs to portray a message of “telling it like it is”.

Sale Associates Knowledge of customer service principles Knowledge of merchandise offered in stores Communication and speaking skills Ability to relate to others Branded Recruiting Message In order for Tanglewood to attract potential applicants to their organization a “good company tag” needs to be implemented. The proposed recruiting message I would like to implement at Tanglewood is: “If you tell someone exactly what to do, you’re only getting half an employee. If you give someone the space to make their own decisions, you’re getting a whole person”. CONCLUSION

Tanglewood has emphasized strong employee participation from the beginning and also believes a workforce of committed, qualified individuals who will help carry the Tanglewood philosophy into the future. Upon reviewing Case 3, I find Tanglewood needs to revisit the recruiting process that will portray what the managers are looking for in applicants. Finding all regions are using different recruiting methods that work in some regions and not in other regions need to find the best solution and use one target of recruiting. This will also help with the recruiting cost.