

Case study for student analysis: carl robins



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BUSTER**

My consulting company has been hired by ABC, Inc. to evaluate some problems involving management. Once the analysis is complete it will identify and recommend ways to improve the hiring process of ABC, Inc. During the recent hiring process several problems became apparent. Once my company gathered information from ABC, Inc. it was concluded that lack of planning skills and time management on behalf of the newly hired campus recruiter, Carl Robins resulted in not being able to hold the orientation at a specified time. My consulting company suggested that in order to reduce or eradicate the problems identified in this case, ABC, Inc. should provide everyone with a detailed outline of the hiring process and what the hiring process encompasses.

Background

Carl Robins is a new campus recruiter for ABC, Inc. Carl has six months on the job and has successfully recruited 15 trainees in early April. Carl has scheduled his first new hire orientation for June and hopes to have the employees working by July. On May 15 Carl was contacted by Monica Carrolls, the Operations Supervisor, about issues regarding the orientation. She wanted to make sure that the drug screening, schedule, manuals, physicals and host of other issues. Carl assured Monica that everything would be done but he procrastinated until the day after Memorial Day to get things for the orientation done. Carl had almost two weeks left until orientation and key things were not completed. Carl had not prepared the manuals and the training room had been booked until next month. Since Carl has procrastinated all of his efforts to conduct an employee orientation will encounter some unanticipated delays.

Key Problems

Once the dynamics of the case were reviewed we noticed several key problems that caused many of the key problems.

Monica who is the Operations Supervisor should have made sure Carl was doing everything that needed to be done. Carl should not have procrastinated so much since he was a newly hired campus recruiter and started preparing for the orientation much earlier. Since communication, time management and planning skills were all lacking; procrastination has caused an unexpected delay for the orientation.

Alternatives

With this case there are two main causes that caused the main problem that the company is faced with. The first thing that must be done is to postpone the orientation. The next thing that must be done is to have Monica Carroll work more closely with Carl Robins. In having these two work more closely together Carl can learn the proper way to get the task at hand completed properly. The company should have training and supervision required for all newly hired personnel. When Monica was dealing with Carl she should have given specific and structured tasks like schedules and deadlines for Carl to complete. With this being done Carl would know the right way to complete the tasks for conducting an employee orientation.

The second main problem to be addressed is managerial issues of the two employees. The first thing that went wrong is for it to be assumed that the new employee knew what was expected of him or her. With this said a

employee should not be without the knowledge of what is expected of them. This just means that concise and clear questions should be asked. ABC, Inc. should make it a requirement that all employees take a class in developing and enhancing managerial and interpersonal skills. Following these steps will decrease these types of events from happening in the future.

Proposed Solution

ABC, Inc. should implement a more structured plan and procedure for conducting the hiring process in order to resolve and maintain issues presented in this case. Everyone that is affected due to the stated issues needs to get together and come up with a detailed outline of the hiring process. In this outline should include schedules, sign-off checklist, requirements, and so forth. With this outline it provides a guideline of what is expected of the employees and how things should be done with some variations.

Keeping with the company's morale should be important to any organization. Ways to make the company operate to the fullest of its capabilities is also very important. For improvement of interpersonal and managerial skills, communication, employees must take training classes at least several times during the year. There are several ways to provide this training and they include workshops, courses, or employee/manager monthly meetings. With these types of activities the problems in any area can be addressed and evaluated on a regular basis.

Recommendations

The main solution is to deal with the communication issues and the procrastination. Procrastination is a bad look for the company. Carl has proven that he is a good employee by hiring 15 new trainees but his habit of procrastination has caused problems within the company. Carl needs to learn organization skills and time management in order to reduce his procrastination. Carl will need managerial training. This will help him to organize, prioritize, and implement time management skills. Communication is also a major problem in the company. With the failure of communication it can cause major problem within the company. In order to rectify this problem managerial training for all employees should help improve the communication within the company.

Conclusion

In conclusion, the company must address the issues in this analysis in order to improve many areas. If the company implements these suggestions, the company will resolve the stated problems and problems in other areas of the company also. It is important that the company began to put these changes into effect now in order to avoid any other problems that could cause problems in the companies operations.