

Hershey case study

Business



Hershey's Sweet Mission Case Study Lakeisha Churchill-Noel Strayer University Professor Gonzalez HRM 500 Aprils 28, 2013 Introduction This paper is a case study based on Hershey's Sweet Mission. This paper will talk about recommendations for the redesign of Hershey's performance management system in order to appeal to the diverse groups that it employs.

This writer will also analyze how an employee would interpret the values that Hershey embraces in relation to their role as an employee. This writer will determine from the workforce trends identified, which one may impact Hershey the most.

This writer will also describe the effects that mentoring could have on integrating values into the Hershey culture. Recommend the redesign of Hershey's performance management system to appeal to the diverse groups that it employs. Hershey designed its performance management system to mainly appeal to the younger generation but also to all of their employees. According to Noe, Hollenbeck, Gerhart, and Wright (2011) performance management is the process of ensuring that employees' activities and outputs match the organization's goals (p.

). The redesign determined if business results were attained according to Hershey's core values. Hershey's employees set and monitor their goals to determine if they are according to the company's core values. Hershey is on target in trying to appeal to the diverse group it employs. The performance management design they chose seems to be working for them but it is geared more towards the younger generation as opposed to the baby

boomers. Hershey also needs to consider the baby boomers because they are now retiring later in life.

The baby boomers are interested in leaving a legacy behind and making the world a better place to live. It would be smart for Hershey to keep the baby boomers on because they could still benefit from their experience. According to Noe et al (2011) although recruiting and retaining older workers may present some challenges related to costs of health care and other benefits, companies also are benefiting from these employees' talents and experience (p. 30).

All of their employees should receive frequent training to ensure they stay knowledgeable about their position and current trends. Bohlander and Snell (2004) explains that training offers employees the necessary skill accomplish their jobs in a more effective way as well as the change to undertake greater responsibility within an organization.

They should also implement some type of reward system or employee recognition so all employees are recognized and rewarded for being a valued employee and based on performance.

If you were a Hershey's employee, analyze how you would interpret the values that Hershey embraces in relation to your role. Hershey's values according to Noe et al (2011) are embracing diversity, seeking new approaches and striving for continuous improvement; growing together by sharing knowledge and unwrapping human potential in an environment of mutual respect; making a difference by leading with integrity and determination to have a positive impact on everything we do; winning

together while accepting individual responsibility for our results (p. 5). If I was an employee with Hershey I would feel a sense of empowerment because their strong mission statement gives motivation to be great at what you do. These values persuades employees be more aware, approachable and flexible to new ideas that may be different from their own by using these values to improve.

According to Carter (2011) these values also communicate how important each job is and informs employees of the value of their contributions. In terms of the trends identified in this chapter, describe which one may impact Hershey the most.

The aging workforce could possible impact Hershey the most. According to Noe et al (2011) human resource professionals will spend much of their time on concerns related to planning retirement, retraining older workers, and motivating workers whose careers have plateaued...organizations will struggle with ways to control the rising costs of health care and other benefits, and many of tomorrow's managers will supervise employees much older than themselves...organizations will have to find ways to attract, retain, and prepare the youth labor force (p. 0).

This expense could cost Hershey a lot of money to maintain health care on the baby boomers due to their health issues. From another angle, with the baby boomers retiring the organization will lose valuable experience that the millennial workers lack and still have to learn over time. Hershey allows the baby boomers to mentor the millennial workers when they are hired.

According to Noe et al (2011) when R; D hires a new " millennial" worker it

pairs this worker with a more experienced employee from the baby boom (p. 55).

However, Hershey feels this practice will prep the millennial workers to be skilled at what they do by allowing them to have an experienced baby boomer to mentor them.

Describe the effects that mentoring could have on integrating values into the Hershey culture. Mentoring could have a great effect on integrating values into the Hershey culture. According to Salkowitz (2011) assigning a mentor is a great way to complement existing training and orientation programs and giving the young employee an advocate and resource they can turn to within the business.

Mentoring strengthens the organizations training programs while also establishing a great work relation. According to Salkowitz (2011) participating in mutual mentoring is also an effective way to not only pass along their knowledge and wisdom, but also keep their tech skills sharp and up to date...mentoring forms relationships across the generation gap. The mentoring program has been proven beneficial to the employees and the company.

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