

# Case study analysis- carl robbins

Business



Case Study for ABC, Inc. Monica Birkenstock ENG/215 October 19, 2010 Gary Tandy Introduction Determining how trainees are qualified for employment at ABC, Inc. and subsequently brought into the workforce as productive, responsible employees requires facets of the current policies to be re-designed and re-evaluated to standards that are currently non-conformant to the policies in place at this time. Progression towards intended policies, procedures, and practices that maximize potential employees' ability to complete the hiring/training process is being disrupted.

Either the current policy is lacking guidance, or the management of such policies is inherently inadequate. If this policy is non-excitant, a structured pro-active policy necessary for the future of ABC, Inc. requires to be completed. These standards have currently challenged by the recent recruitment for trainees; the applicants are not ready for placement with the departments to which they have been assigned. Although, applicants have been pre-selected and scheduled for orientation.

The management of actual hiring, time management, for the applicants to remain on-schedule for full orientation to ABC, Inc. is not aquatically prepared for placement in appropriate departments. To implement a concrete time schedule for new hires with to follow along with a new hiring policy will improve any conflict of future hiring assignments for all management in charge of such duties. Background A recently hired manager at ABC, Inc. recruits fifteen trainees for positions with another department of ABC, Inc.

There are various stages of hiring and training that must be completed within 6 weeks of application of future employees. This time frame would

give the hiring manager more than enough time to properly ready employees for permanent or probationary employment. Most of the tasks that did not get completed are more than oversights. Applications were not complete at the closing of the time frame allotted. Transcripts of education, background and previous employment were not available in any files found at ABC, Inc.

Furthermore, the manager did not follow through with drug/physical screenings that are mandatory to move to the next phase of the hiring process. In addition to not having training manuals at the time or orientation/training, the room in which the training was to take place was already reserved for other obligatory training by another training instructor in another department. The blatant neglect for completing basic procedural hiring tasks by the recruiting manager shows incompetency and lack of respect for their position, as well as company integrity being lost. The potential new hires will possibly need to be replaced by another group of trainees, this will compromise respect in the community for ABC, Inc. and their hiring practices. Key Problems Placements for a new recruitment of applicants at ABC, Inc.

, have been currently compromised. Due to the ill-mannered time, managed preparation of necessary pre-employment requirements by the recruiting manager of new applicants has not been part of ABC, Inc. ' s company. Many factors have contributed to the delay, from the on-set of the pre-hiring phase for example: 1. Applications not completed in their entirety.

2. Mandatory drug screening not in company's files for any of the potential trainees. 3. Complete or incomplete transcripts for said applicants not in company's file. .

Physicals for said applicants not in company's file. 5. Timeline managed guidelines have not been established to instill a pro-active, not a reactive approach. 6. Delegated responsibility's have not been established of multiple departments have not been assigned. Because these applicant's requirements have not been completed at the pre-hiring phase, Applicant's continuing on to the next required phase of employment, is a waste of this company's beneficial money and time.

Re-structuring starting with the recruiting officers is highly recommended. Obviously, the managing of these introductory tasks for the applicants has been non-excitant or the recruiting officer not being accountable of their actions has caused a need for a corrective action plan and implementation for future recruiting. Alternatives Cause of the current case has multiple areas that need to be recognized and addressed accordingly. Starting with the initial phase and department responsible, the applicant applying for a position that has not been thoroughly reviewed and recommended by the appropriate department, this can cause a future mishap. This not being accounted for has allowed the applicant to moved on the next stage of employment, if which has not been addressed causes a waste of time in the next stage of the interview for the applicant as well as the company.

The second stage of the drug and alcohol and physical not being completed with clean record from the lab can be a long-term effect. An employee that

has not satisfactorily passed company's requirements can be an open book lawsuit-involving employee as well as the overall future business stability. Third, the responsible departments have not addressed a non-established schedule for the employee, example: IT, Training department, and the position personal that the employee is being hired. This causes a snowball effect starting with the IT scheduling the amount of computers as well as the room to have the resources to orientate the new employees. Not know the schedule, forces the department that is responsible for the orientation and company policy review to not adequately prepare. This then leads into a delay of the proper training of the employee for the position that was initially applied for.

The overall effect has caused the company to lose valuable time and money. Time being lost to departments and the company that can be focused on their value time added instead of non-value added. This in the long term causes lose in profit due to non-eligible applicant's filling a position that they are not qualified for, as well as improper skilled training causing lose of time resulting in delays of projects. This may also result in multiple mistakes. Overall, this can and will cost a company valuable profit, and time that may cause lose of contracts, profit. Overall stability of the company is at stake.

Proposed Solution and Recommendation for Corrective Action It is recommended at this time that any of the current trainees continue on to the orientation. The recruitment is comprised of wasted efforts and poor administration abilities. There is no way of calibrating whether these current trainees are capable of qualifying for the positions intended for the company's best interest. Incompetency in hiring procedures is detrimental

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and is a key element to success of ABC Inc. Crucial requirements that are expected of a new hire is strength in character. These preliminary employee/company repertoire tests can be in the form of personality assessment tests assuring a good balance for both the employee/company.

Birkman is one of these assessment pre-hiring tests, an accent to stability for new hires as well as a company's future stability. This will ensure once in a position for this company, the new hire will perform in a competitive, productive, and responsible manner in compliance to rapport company policy. Ethics and morality of the company's performance, integrity in the length of employment and loyalty to reputation of product is of the utmost importance. The standards of excellence should be strict in design during the re-writing of current policy, leaving no questions of integrity that is expected. Department managers need the strongest workforce to mold into an employee employer relationship that is dedicated to upholding this statement for excellence that can span years of loyalty.

Therefore, showing weakness in a company's hiring skills reflects on the overall company's desire to exceed with stability or non-stability should be recognized in the business field with customers or the public opinion. Hiring within the company will establish an incentive for moral amongst employees that is positive creating a team environment. Recommendations for Hiring Policy Improvement Implementing a new company policy with a timeline pre-determined by upper-management and all involved departments in conjunction with a technical writer is an appropriate action at this time. This time-line follows a two-week schedule from interview through orientation.

The interviewer, training staff and all departments in which employees to be hired, shall be required to follow this company policy closely.

In order for applicants to move on from the initial management review phase to the second interview, Employment applications shall be completely reviewed to ensure that all the requirements have meet for the position applied for by the applicant. If meeting all the requirements the transcripts shall be required and be delivered to the second interviewer's mailbox or e-mail and to the human relations department along with a satisfactory drug/lab and physical company expectation. Applicants will report to the clinic for mandatory substance screening in conjunction with a pre-employment physical within 24 hours after the first interview. Refusal to submit to such a screening in that 24-hour period will make it medically impossible to qualify the applicant to be qualified with the company's hiring policy. If the applicant has met all the company's requirements in regards to the hire, all documentation with be forwarded to the training department. The third phase determines the scheduling of qualified applicants for orientation and provides the, now trainee, a copy of company code of standards and business practice.

Orientation will be a one-day event that the training staff will reserve for that purpose bi-weekly. The training staff is provided with documentation including valid I. D. from trainees and the trainees provided with manuals pertaining to the department for which they are to work in. During this process of determining eligibility for positions applied for the managers for department in which employee is in training for must have three legible copies of documents presented by the applicant at the first interview on <https://assignbuster.com/case-study-analysis-carl-robbins/>

record. Following guidelines set in this schedule for new hires will speed up the process of allowing qualified applicants to complete the training and non-qualified applicant from being included in the expense of undue training/clinical testing.

The progression of an efficient and effective workforce into an up-dated, structured hiring policy will eliminate expenditures for future operational costs. References M. Garcia. Personal Interview. October 14, 2010.

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