

Tanglewood case 3



Tanglewood Case #3 Nelson Ivan Castro PID# 3774408 1. Recruitment

Guide Position: Sales Associate Reports to: Store Manager Qualifications:

High School Diploma. Good communication and writing skills. Leadership and analytical skills. Ability to learn and apply a variety of policies and

procedures. Work effectively as a part of a team. Relevant Labor Market:

Regional Northeast Timeline: There are continuous hiring activities

to interview future candidates for the positions. Activities to undertake to

source well-qualified candidates: * Employee referrals Posting job on

company site * Radio and newspaper advertising * KIOSKS * Job services *

Staffing Agency Staff Members involved: * Store Manager * Store Assistant

Manager * Department Manager Budget: \$2000- \$3500 2. We understand

that recruitment is one of the most difficult aspects for an organization, who

is looking for potential employees. There are different types of recruitment,

but I believe that Tanglewood should use an Open Recruitment process. This

step will allow them to have a variety of applicants from different races,

cultures and ages.

Also, it will allow them to recruit employees with different strengths and

weaknesses, helping them to create a team work that is supported by all of

its members. On the other hand, Tanglewood can use targeted recruitment

for high management positions that might require specific KSAOs, so the job

can be developed. * Media: Tanglewood is media advertising, such as print,

radio, and television advertising sources, coupled with respondents filling out

a standardized job application. This is an open method of recruitment since it

gives the opportunity to a large body of people to apply for the job.

Referrals: it is a targeted method since allow employees from Tanglewood to

promote and show the positions available to people who might meet the job requirements. * Kiosk: Is an open method since a large variety of people to apply for any position at the store, instead of writing on a piece of paper their personal information, they type it into the system. * State Job Services: It can be an open method since all unemployed people can look for any positions available. However, it can be targeted since some positions will require some specific qualifications for certain positions available. Staffing Agency: It can be both targeted and open since they can look for special people with specific qualifications, and people with basic skills for any regular job. 3. Western Washington branches find that referrals possess a higher qualification and retention rate than kiosks, media and job service; it also provides the highest percent of applicants hired. Furthermore, Job service is very practical for this side of the company, even though the percentages and the number of applicants hired are less; it provides the same satisfaction as referrals.

On the Eastern Washington branches, referrals also play an important role in the recruitment process, even though Kiosks and media both provide a high number of applicants, the hiring and retention rate for referrals is way much higher allowing this to be an important tool for this branch to find future employees. On the other hand, for Northern Oregon branches find that by using staffing agencies a better way to find their employees since it provides them with a higher qualification, short and longer retention.

The Kiosks and media provide certain type of percentage and even though they are cheaper, they are not as effective as hiring an agency. Finally, In Southern Oregon Kiosks provide the bigger pool of applicants, but it holds a

low retention and qualification rate. In this branches they also prefer to use staffing agencies since it provides a better short and long time retention and qualification for the job; however, staffing agencies represent a higher costs, since it is more expensive than referrals and kiosks. . The Northern Oregon suggests an idea of using Kiosks and staffing agencies for hiring employees for all the stores, they believe this is the most accurate way that Tanglewood should use and implement to recruit new workforce; these methods have not only been successful Northern Oregon, but for South Oregon region too. However, The Eastern and Western regions have used a different approach, they have used the employee referral tool to recruit new employees, and it has been successful until the moment.

I believe this region does not have a valid point, because if they decide to generalize the hiring and recruitment process into general ways as Kiosks and staffing companies, these other branches might start using and hiring people who does not have clearly understand what the needs, tasks, basic requirements and knowledge for the job are. Also, by implementing these new policies these branches might not receive the same quantity of people trying to enter the organization, and quality from the employees, affecting the workingenvironmentand results of these stores. . Tanglewood wants to keep improving their customer service quality to better assist the costumers; they should focus on obtaining sufficient quality from the variety of people who would like to work at Tanglewood, allowing employees to see this company and this position as a long term commitment. If we pay attention what Tanglewood is scared the most is the retention rates of positions from

their employees, since employees do not believe and feel any kind of closure between them and the job.

Furthermore, Tanglewood has noticed before that many employees hired without any kind of retail experience do not recognize the importance of having good customer service skills, and training is not enough to solve this issue. Tanglewood should look for people with certain skills for specific positions, they should look for quality employees who have at least a minimum of knowledge, and with the help of training reinforce their knowledge and teach them how to apply this on their job. 6. A realistic recruitment message is a basic way of communication that states the name of the company and the job as it is.

The purpose of this type of communication is that companies try to sell the job to applicants with only the positive things about the job, like good salary and benefits. Job attributes in an RJP for an associate: POSITIVE JOB ATTRIBUTES * Dental, Vision and Medical care. * Belong to a strong and respected workforce. * Training in different learning areas. * Different opportunities to obtain promotion. NEGATIVE JOB ATTRIBUTES * Salary has not risen for the past four years. * Promotions are very selective. * Annual reduction of benefits for family members.

A branded message is when an organization wants to show a good image, so future applicants might develop a connection feeling towards the organization, in this way the company will try to sell the idea to the applicant by saying that this company is a great place to work surrounded by nice, helpful and committed people. * Would you like to work in a nice competitive environment in which you can exceed your abilities as a professional? Well,

come and apply at Tanglewood stores, and learn and master your abilities while getting paid; receive medical, dental and vision care and 401K. Don't waste your time!!