

HRM 210 Recruitment & Selection

Syllabus Overview

This syllabus contains all relevant information about the course: its objectives and outcomes, the grading criteria, the texts and other materials of instruction, and weekly topics, outcomes, assignments, and due dates. Consider this your roadmap for the course. Please read through the syllabus carefully and ask questions if you would like anything clarified. Please print a copy of this syllabus for reference.

Course Description

3 Credits

Prerequisite: GMGM 225

In this course, students explore the recruitment and selection function of human resources management. This exploration includes an overview of the strategic staffing process and as well as the methods, technologies and systems used to identify, attract, select and onboard employees.

Course Outcomes

At the completion of this course, students should be able to:

- Explain the difference between recruitment and selection methods
- Apply concepts related to various recruitment activities and technologies to simulated scenarios
- Discuss the importance of the recruitment and selection function's alignment with organizational culture, mission, vision, and strategy.
- Identify important recruitment metrics and measurement practices, and evaluate how they are used in an organization.
- Compare and contrast approaches to onboarding.
- Evaluate contemporary trends in recruitment and selection.

Communication with Your Instructor

You will receive a welcome email from your instructor prior to the start of class. This email will contain your instructor's contact information. Your instructor will also be communicating with you via several methods in the course, including:

- **Announcements** – This communication tool, located on the navigation menu within your course in Canvas, contains important updates. Be sure to check for new announcements from your instructor each time you access your course.
- **Q&A** – Use this discussion board, located on the Home screen in your course, to communicate with your instructor and classmates regarding general course questions (i.e. missing links, assignment clarification, etc.).
- **Inbox** – Use the Inbox, located in the top right corner of Canvas, to send a message to your instructor or classmates.

Materials and Resources

Required or Supplemental Text or Resources:

- Portolese Dias, L. (2018). Human Resource Management v2.0.1 online textbook. Flatworld Knowledge.

IMPORTANT: This is a CUSTOMIZED version of this eBook. The All-Access pass for the book can be purchased on the Flatworld website OR students may purchase the All-Access pass for the book via the bookstore, but MUST use the correct custom URL on the Flatworld website to ensure they receive the correct book.

Bookstore Information

The bookstore can be located in the left-hand navigation of any Canvas course.

Library Services

Detailed information about the eLibrary can be found in the Student Resource Center. This is a course that all students have access to during their academic career.

Canvas Help Desk and Technical Questions

If you experience technical issues in your course, please contact the Canvas Help Desk by clicking the Help link (top right corner within Canvas). There are 3 ways to contact them:

- Phone (888-628-2749)
- Live chat
- Report a problem (submit a ticket)

Be sure to notify your instructor of any technical difficulties you are experiencing.

Additional resources are available in the Student Resource Center and the Canvas Guides website:
<https://community.canvaslms.com/docs/DOC-4121>

Weekly Schedule

Week 1 Strategic Staffing	
Outcomes	<ul style="list-style-type: none"> Discuss the importance of the recruitment and selection function's alignment with organizational culture, mission, vision, and strategy
Readings	<ul style="list-style-type: none"> Human Resources Management. V2.0.1 Flatworld Knowledge. <ul style="list-style-type: none"> Chapter 1 - Review: The Role of HR Today Chapter 2 - Developing and Implementing Strategic HRM Plans <ul style="list-style-type: none"> Section 2.1 The Value of Planning Section 2.2 Strategic Planning Section 2.3 Writing the HRM Plan Tatley, K. (2015, July 13). Zappos – Hiring for culture and the bizarre things they do [Blog post]. Retrieved from http://recruitloop.com/blog/zappos-hiring-for-culture-and-the-bizarre-things-they-do/ Miller, B. (2014, September 9). Strategy, mission, and vision: How do they all fit together? <i>HR Daily Advisor</i>. Retrieved from http://hrdailyadvisor.blr.com/2014/09/09/strategy-mission-and-vision-how-do-they-all-fit-together/ Farfan, B. (2017, April 28). Costco Mission Statement the ethics and compassion of Its founders. Retrieved from https://www.thebalance.com/costco-mission-statement-2891829
Lectures	Strategy & The Recruitment Function
Discussion	<p>In preparation for this discussion, review the short article on strategy, mission and vision, the article on hiring for culture and the readings in your textbook. Next, review the lecture, which introduces strategy and discusses Costco as an example. Finally, read the article “Costco Mission Statement Has the Ethics and Compassion of Its Founders”. Now you are ready to address our question:</p> <p style="padding-left: 40px;">Why is it important to align hiring practices with these four key constructs (strategy, missions, vision and culture)? In your reply, consider what would happen, and provide an example, for each of these, if there was significant misalignment. (Hint: continue using Costco, the company mentioned in our lecture this week, as your example).</p> <p>Initial post due Thursday, 6:00 AM, Eastern Time. Discussion board closes Sunday, 6:00 AM, Eastern Time.</p>
Assignments	<p>Individual Assignment</p> <p>This week you will complete two assignments - a Staffing Demand Ratio and a “Gap Matrix” to Conduct a Strategic Staffing Analysis. You will use the Excel templates provided to complete your analysis, and then upload them into the Assignment section of the course.</p>
Week 2 Job Analysis and Job Design	

Outcomes	<ul style="list-style-type: none"> • Identify the most commonly used job analysis methods • Perform a job analysis • Critique and update a job description
Readings	<ul style="list-style-type: none"> • Human Resources Management. V2.0.1 Flatworld Knowledge. <ul style="list-style-type: none"> ○ Chapter 3 - Recruitment <ul style="list-style-type: none"> ▪ Section 3.1 Keeping up with Growth ▪ Section 3.2 Recruitment Strategy & Strategic Staffing Plans ○ Chapter 4 - Laws that Impact Recruitment & Selection <ul style="list-style-type: none"> ▪ Section 4.1 Discrimination in Employment ▪ Section 4.2 The Law and Recruitment
Lectures	Job Analysis – The Foundation of Successful Recruitment & Selection
Multimedia	<p>[Social Talent]. (2015, October 7). <i>Diversity hiring</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=gdS88rqvflA</p> <p>Gregg Learning. (2017, January 10). <i>HR Basics: Job analysis</i>. [Video file]. Retrieved from https://www.youtube.com/watch?v=qy09Ls6NqEo</p>
Discussion	See Job Analysis Assignment – Due Saturday 6:00 am ET
Assignments	<p>Project Overview</p> <p>Congratulations! Your hard work these past 3 years as the Lead Barista/Shift Leader for the Little Havana location for Deep Cup Café have paid off. In one month's time, you will take on the role of Café Manager for the newest location, in Kendall, Miami in the role of Manager. As your final task during your last month in Little Havana, your boss, the current Café Manager, has asked you to assist her in finding your replacement.</p> <p>You will perform all the functions required to get your replacement hired over the next 6 weeks, including:</p> <ul style="list-style-type: none"> • Perform a job analysis using the observation method. • Update a job description for the position of Lead Barista/Shift Leader. • Identify appropriate methods to seek out candidates for this job. • Identify appropriate sources to attract diverse candidates. • Determine legally appropriate interview questions, and pre-employment assessments for use in evaluating candidates for this job. • Review resumes against job criteria to select the top candidates for interviewing. • Complete a decision matrix to objectively select candidates. • Create a formal job offer letter. • Identify appropriate metrics for the recruitment and selection process, to measure your success • Measure the costs associated with replacing your position. <p>Week 2 Assignment Instructions</p>

	<p>PART 1 - JOB ANALYSIS (GROUP ASSIGNMENT)</p> <p>You have been placed into small groups for this part of the assignment and you will use the designated discussion board in Canvas to share what you discover, which will enable you to more easily complete Part 2.</p> <p>Perform a job analysis on the Lead Barista/Shift Leader position, using the direct observation method. To do this, you will need to physically visit a local coffee house such (Starbucks, Peet's, Caribou Coffee, Gloria Jean's, The Coffee Bean & Tea Leaf, etc.) where you can easily observe the Baristas in action. Bring the Deep Cup Cafe Job Analysis Template with you so you can take notes on what you observe. No later than Saturday at 6:00 am ET, complete your postings. Follow the specific instructions to post your answers to the various questions on the course Job Analysis page in the course. Start by posting the name of the Coffee House and the location (address) for your group, so that they have context for the information you will be sharing.</p> <p>Between Saturday and Sunday, read through all the postings in your small group. Comment on at least 1 other posting. Where were there similarities in what you observed? What was different that you saw that they did not?</p> <p>Due Saturday at 6:00 AM Eastern time.</p> <p>PART 2 - JOB DESCRIPTION (INDIVIDUAL ASSIGNMENT)</p> <p>Now that you have analyzed the job, you will individually update the job description template provided to include what you observed Do not just cut/paste information from the discussion your group had on Performing a Job Analysis. Instead, you must synthesize what you discovered and summarize this information, using complete sentences and incorporating best practices (from your course materials) in doing so.</p> <p>Due Monday at 6:00 AM Eastern time.</p>
Quiz	Refer to your course
Week 3	Sourcing & Recruiting Talent - Identifying and Attracting Recruits
Outcomes	<ul style="list-style-type: none"> • Distinguish between sourcing and recruiting talent • Describe the various ways employers source qualified job candidates • Identify sources for finding diverse candidates for job vacancies • Place an ad to invite prospective candidates to apply for a position • Explain why recruiting includes marketing the company
Readings	<ul style="list-style-type: none"> • Human Resources Management. V2.0.1 Flatworld Knowledge. <ul style="list-style-type: none"> ○ Chapter 3 - Recruitment <ul style="list-style-type: none"> ▪ Section 3.3 - Recruitment Strategies & Sourcing Candidates ▪ Section 3.4 - Staffing Internationally ○ Chapter 5 - Diversity & Multiculturalism • Maurer, R. (2016, January 7). Survey: Employers using Social Media to find passive candidates. Retrieved from https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/using-social-media-find-passive-candidates.aspx • Glassman, A. 35 Ideas to jazz up your Candidate Experience. Retrieved from http://theundercoverrecruiter.com/jazz-up-candidate-experience/

	<ul style="list-style-type: none"> Gale, S.F. (2017, August 21). Recruiting in a Snap. Retrieved from http://www.workforce.com/2017/08/21/recruiting-in-a-snap/
Lectures	<p>Recruiting and Sourcing Candidates</p> <p>Recruiting – Where HR & Marketing Meet Up</p>
Multimedia	<p>Easy Small Business HR.Com. (2011, May 13). <i>Tips on finding & recruiting diverse employees</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=3KaK4LHbZ0s</p> <p>LinkedIn Talent Solutions. (2013, June 18). <i>Diversity recruiting: Tips & tools for success</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=uNcUfhagThM</p> <p>Career View. (2016, December 25). <i>What is the difference between recruiting and sourcing?</i> [Video file]. Retrieved from https://www.youtube.com/watch?v=QBsUh3vIU0s</p> <p>Gregg Learning. (2017, June 23). <i>HR Basics: Recruitment</i>. [Video file]. Retrieved from https://www.youtube.com/watch?v=CNU2ZMOnf1I</p>
Discussion	<p>How might the candidate experience impact an organization's ability to attract DIVERSE qualified applicants for positions?</p> <p>Initial post due Thursday, 6:00 AM, Eastern Time. Discussion board closes Sunday, 6:00 AM, Eastern Time.</p>
Assignments	<p>Individual Assignment</p> <p>CREATING A JOB POSTING</p> <p>Search the internet for job boards where companies post this type of job (Barista or other food service workers). Make note of the “marketing” or “sales” pitch that is used and the difference between the job and the actual job description that you created last week. Compare 5 different types of sites that you find - be sure to include one of each of the following:</p> <ol style="list-style-type: none"> 1. Social media 2. On-campus or college recruiting source 3. Diversity job board 4. Industry-specific job board (related to hospitality, restaurants, retail food service, etc.) 5. Generic job board <p>Use the chart provided in the "Creating a Job Posting" template with your 5 types of job posting sites - in doing so, provide the site's url, a short description of the site, and then the advantages and disadvantages of using it for recruitment. Determine where you would post the ad for your Lead Barista/Shift Leader. In the template provided, identify, from the sites you just compared, at least 3 that you would use to market this job. Provide a rationale for your selections (and for those that you did not choose).</p> <p>Now, create a job posting suitable to advertise this opening on both your company's web site and a generic job site like Monster.com or CareerBuilder.com. Regardless of the job posting sites you ultimately use, it's important that this posting will attract diverse talent - remember that Deep Cup Cafe is a women- and minority-owned business. You will use the</p>

	<p>job description you created last week to help you to accurately describe the job, but remember, this is your opportunity to “sell” prospective candidates on the job and the company, not simply regurgitate what you wrote in the job description! So, carefully follow the guidelines in your textbook (Section 3.2 Recruitment Strategy & Strategic Staffing Plans) on creating a compelling, complete job advertisement. Identify 3-4 key words (in bold) that will help seekers locate your job in their searches.</p> <p>Due Monday at 6:00 AM Eastern time.</p>
Week 4	Selection - Choosing & Hiring Candidates Lawfully (Part 1)
Outcomes	<ul style="list-style-type: none"> • Differentiate between internal and external assessment methods (drug tests, background check, references, licensing/certification, security clearance) • Identify appropriate forms of assessment based on job criterion • Review a resume for completeness and identify weak spots • Select resumes for candidate interviews based on job criteria
Readings	<ul style="list-style-type: none"> • Human Resources Management. V2.0.1 Flatworld Knowledge. <ul style="list-style-type: none"> ○ Chapter 6 - Selection and Onboarding <ul style="list-style-type: none"> ▪ Section 6.1 - Time to Hire! ▪ Section 6.2 - The Selection Process ▪ Section 6.3 - Criteria Development and Resume Review ▪ Section 6.4 - Testing and Selection Methods ▪ Section 6.8 - International HRM Considerations • Wheeler, K. (2004, April 21). The ethics of recruiting. <i>ERE Media</i>. Retrieved from https://www.eremedia.com/ere/the-ethics-of-recruiting/ • US Equal Employment Opportunity Commission. (2010, September 23). Employment tests and selection procedure. Retrieved from http://www.eeoc.gov/policy/docs/factemployment_procedures.html
Lectures	<ul style="list-style-type: none"> • Resume Screening • Selecting the Right Tests
Multimedia	<p>Ideal. (2017, August 1). How Recruiters Are Using AI To Stop Unconscious Bias. [Video file]. Retrieved from https://www.youtube.com/watch?v=QMo3GDdb2rI</p> <p>Gregg Learning. (2017, June 30). <i>HR Basics: Selection</i>. [Video file]. Retrieved from https://www.youtube.com/watch?v=1RTeEPyktKY</p>
Discussion	<p>Everyone has developed a job description for the position of Lead Barista/Shift Leader. Now it's time to determine what types of employment tests and assessments are appropriate. Your instructor will start a thread for each of the 12 forms of employment testing.</p> <p>Pick 4 from this list whether each test is appropriate (truly job-related). Remember HR's goal is to hire the best people, which assessments can help with, but this goal needs to be accomplished in a cost-effective manner so being selective about what you decide to use is important!</p> <p>Initial post due Thursday, 6:00 AM, Eastern Time. Discussion board closes Sunday, 6:00 AM, Eastern Time.</p>

Assignments	<p>Individual Assignment</p> <p>RESUME REVIEW/PRE-SCREENING</p> <p>Go through the 6 resumes provided (below) to determine which ones are suitable candidates for the position you are attempting to fill. In doing so compare their experience and education against the job description you created in Week 2.</p> <p>Look for the following "red flags"</p> <ul style="list-style-type: none"> • Lack of professionalism • Resume is sloppy (errors) or confusing (disorganized, formatted oddly) • Work history shows a series of jobs being held for short periods of time (aka "job hopping") • Work history shows gaps in employment • Work history shows lack of progression in a career (staying stagnant for a long period of time) or backwards movement (i.e. from a supervisor back to a line-level employee or switching careers altogether) • Overemphasis of personal information (hobbies or special activities dominate, as opposed to work experience and education) • Failure to quantify accomplishments, vaguely worded summaries, or omissions (no dates) • Inconsistent information (i.e. overlapping dates of employment, job titles that don't match descriptions, education in a field very different from career, etc.) <p>Rank the candidates you feel might be good choices for the position based on just the resumes. Write an email memo* to the HR Manager, letting her know that you have completed your review of all the candidates she sent to you. In the email, prepare a detailed description (4-6 sentences each, bullet format) for all 6 of the candidates summarizing the pros and cons of each one. Finish your email with a list of your top 4 candidates, numerically ranked in order of preference (1=top choice, 2=second choice, etc.) that you would like to bring in for on-site interviews.</p> <p>Due Monday at 6:00 AM Eastern time.</p>
Quiz	Refer to your course
Week 5	Selection - Choosing & Hiring Candidates Lawfully (Part 2)
Outcomes	<ul style="list-style-type: none"> • Identify the appropriate type of interview for a particular job • Develop legal interview questions (behavioral, situational and general), that are legally appropriate and job related • Explain the value of behavioral interviewing

	<ul style="list-style-type: none"> • Complete a decision matrix to objectively select candidates • Discuss the factors for designing and delivering successful job offers
Readings	<ul style="list-style-type: none"> • Human Resources Management. V2.0.1 Flatworld Knowledge. <ul style="list-style-type: none"> ○ Chapter 6 - Selection and Onboarding <ul style="list-style-type: none"> ▪ Section 6.5 - Interviewing ▪ Section 6.6 - Making the Offer ○ Chapter 7 - The Role of Compensation and Benefits in Attracting & Retaining Talent • Monarth, H. (2013, July 9). What to say to your job applicant rejects. <i>Fortune</i>. Retrieved from http://fortune.com/2013/07/09/what-to-say-to-your-job-applicant-rejects/ • Maurer, R. (2016, February 2). Tips for making confident job offers. <i>SHRM</i>. Retrieved from https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/tips-making-job-offers.aspx • Adler, L. (2014, August 13). 5 reasons why panel interviews are monster (Part 1). Retrieved from https://www.inc.com/lou-adler/5-reasons-why-panel-interviews-are-monster.html • Adler, L. (2014, August 20). 5 steps to create a rockstar panel interview (Part 2). Retrieved from https://www.inc.com/lou-adler/5-steps-to-create-a-rockstar-panel-interview-part-2.html
Lectures	<ul style="list-style-type: none"> • Using a Decisions Matrix or Other Standardized Tools In Interviewing • Behavioral Interview Questions
Discussion	<p>Think about job offers you have received in the past and identify the best experience you had, overall, in the recruitment and selection process. Describe the process you went through for the job including:</p> <ol style="list-style-type: none"> 1. How did you learn about the job? 2. Who contacted you to schedule the interview? 3. When, how, and where were you interviewed? By whom? Characterize the interview type based on the list of type in the text. 4. What types of questions were you asked? 5. How was the offers delivered and by whom? What made one job offer better than the other? For the one you rejected, why did you reject it? Aside from offering you more money, was there something different that the employer could have done to make the offer more appealing? <p>Initial post due Thursday, 6:00 AM, Eastern Time. Discussion board closes Sunday, 6:00 AM, Eastern Time.</p>
Assignments	<p>Individual Assignment</p> <p>PART 1. INTERVIEW QUESTIONS</p>

First, read the textbook for more information on interview questions and review the lectures. Next, individually, develop legal, appropriate interview questions that are directly tied to the job description you developed. In doing so you will create:

- 1 behavioral question
- 1 situational question
- 1 general question

You will use the designated discussion forum to complete this assignment. For each of the 3 types of question, your instructor has created a thread. A sample has been created by your instructor of each one. Follow the instructions on the page to add your questions - you will post each question individually, under the appropriate thread. You may not duplicate the questions already posted, so either post your questions early, or review what is already posted to be sure you are adding questions that are unique.

Underneath each question you have included, provide 2-3 sentences about how this question relates to the job description you developed. This is due no later than Thursday morning, 6:00 am ET

Between Thursday and Sunday, your instructor will play to role of your current Cafe Manager, asking questions about the interview questions that have been posted by the class, as needed. You will also need to ask questions about or comment on the postings made by your classmates. Review the entire list including all your classmate's questions and any feedback from your Cafe Manager. In one of your reply posts, identify from all the questions that were posted, the top 7 questions which you would ultimately recommend be used in conducting interviews for this job and provide your rationale for selecting them over others.

Due Thursday at 6:00 AM Eastern time.

PART 2. DECISION MATRIX - SELECT A CANDIDATE

Your Cafe Manager has provided you with her notes for the 7 questions she ultimately decided to use, as part of her feedback about each interview (located in the area of the course entitled "Candidate Profiles"). You also have your own resume screening information with notes (from Week 4) about how much experience each candidate has, any red flags you identified, etc. Additionally, you've been provided with a copy of the Deep Cup Cafe Pay Scale, which you will want to compare against what each candidate is currently making and what they have indicated they would like to be paid for this position. Gather all this information together and review it. Add each of the 6 candidates to the Deep Cup Cafe Selection Aid/Decision Matrix under the "APPLICANTS" portion of the tool. Use all the information you have collected to complete your decision matrix and score all 6 applicants.

Review the Total Score to see how the candidates compare to one another. Use the information gathered in the decision matrix and resume screening results, along with the salary requirements, to decide who to hire. Did you end up selecting someone from your original ranked list (top 4) or someone else? Explain, in 1-2 substantive paragraphs why you selected the person you did.

Due Monday at 6:00 AM Eastern time.

Outcomes	<ul style="list-style-type: none"> • Discuss the factors for designing and delivering successful job offers • Create an offer letter for a new hire • Compare and contrast the new-employee processes of orientation and onboarding
Readings	<ul style="list-style-type: none"> • Human Resources Management. V2.0.1 Flatworld Knowledge. <ul style="list-style-type: none"> ○ Chapter 6 - Selection and Onboarding <ul style="list-style-type: none"> ▪ Section 6.6 - Making the Offer ▪ Section 6.7 – Onboarding • Mert, A. (2015). Invest in onboarding. <i>Credit Union Magazine</i>, 81(9), 32-36. • Peterson, B. (2014, June 5). What do new hires want from onboarding [Infographic]. LinkedIn Talent Blog. Retrieved from https://business.linkedin.com/talent-solutions/blog/2014/06/what-do-new-hires-want-from-onboarding-infographic • Human Resources Executive Online. (2015, May 5). The stay interview. Retrieved from http://www.hreonline.com/HRE/view/story.jhtml?id=534358694 • Bauer, T.N. (2010). Onboarding new employees: Maximizing success. SHRM Foundation. Retrieved from https://www.shrm.org/foundation/ourwork/initiatives/resources-from-past-initiatives/Documents/Onboarding%20New%20Employees.pdf
Lectures	<ul style="list-style-type: none"> • Onboarding - Ownership & Effectiveness • Extending the Offer
Discussion	<p>The terms orientation and onboarding are often confused. In your readings this week, the differences are discussed. Using this information as a springboard for this week's discussion, and answer the following:</p> <p>Describe the onboarding process at your current (or previous) organization, in detail. Would you characterize it as a true onboarding process or simply an orientation process? Why? From your vantage point as the new employee, what role did HR play in this process?</p> <p>Initial post due Thursday, 6:00 AM, Eastern Time. Discussion board closes Sunday, 6:00 AM, Eastern Time.</p>
Assignments	<p>Individual Assignment</p> <p>PREPARING THE OFFER LETTER</p> <p>To start, review the course materials on Making Offers, paying particular attention to the Job Offer Checklist from SHRM (found in section 6.6 of your textbook) which you will use to guide you through the process of creating a formal offer letter.</p> <p>Find several samples of offer letters by doing an internet search (hint: try using the exact phrase: examples of job offer letters). Review the sample(s) you discovered. What information is missing? Is it a conditional offer or unconditional offer? If it is conditional, what are the conditions? Is it for an internal or external applicant? Temporary or permanent position? You will submit at least one example as evidence of your exploration.</p> <p>Use the sample provided "Employment Offer Letter Sample for Revision" as a starting point for creating your own letter to fit your Lead Barista position. Feel free to pull in parts of</p>

	<p>what you discovered from the samples you saw on the internet, from your course materials, etc. Ultimately this letter must cover all the items identified in the Job Offer Checklist from SHRM. To complete your letter, you will need to determine a salary for your new Lead Barista, using the Deep Cup Cafe Pay Scale Chart provided to you. Watch the short screencast that explains the salary structure for this position, to be sure you understand how to determine the correct rate of pay.</p> <p>Your final deliverables are the revised offer letter, with the correct salary information included for the individual you selected to hire AND the sample(s) you discovered in your exploration online.</p> <p>Remember, this is a professional document, representing your company, Deep Cup Cafe. It should be in a formal letter format. Absolutely NO writing errors are acceptable, so be sure to use a proofreader or the services of tutor.com to review your letter for errors before you submit it.</p> <p>Due Monday at 6:00 AM Eastern time.</p>
Quiz	Refer to your course
Week 7	Metrics & Measurement of Recruitment & Selection Activities
Outcomes	<ul style="list-style-type: none"> • Calculate important recruitment metrics and measurements • Evaluate how recruitment metrics and measurements are used in an organization
Readings	<ul style="list-style-type: none"> • Human Resources Management. V2.0.1 Flatworld Knowledge. <ul style="list-style-type: none"> ○ Chapter 2 - Developing and Implementing Strategic HRM Plans <ul style="list-style-type: none"> ▪ Section 2.4 Best Practices in HRM Planning • Zielinski, D. (2014, July 14). How to present metrics that matter to senior leaders. SHRM. Retrieved from https://www.shrm.org/ResourcesAndTools/hr-topics/behavioral-competencies/leadership-and-navigation/Pages/How-to-Present-Metrics-that-Matter-to-Senior-Leaders.aspx • Maurer, R. (2016, June 17). Targeted Recruiting Metrics will improve hiring. Retrieved from https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/targeted-recruiting-metrics-will-improve-hiring.aspx • Gulati, A. (2015, December 16). Take Recruiting Metrics to the next level. Retrieved from https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/recruiting-metrics-next-level.aspx
Lectures	<ul style="list-style-type: none"> • Measurement and Metrics
Discussion	<p>In most organizations today, the ‘war for talent’ is such that companies find it hard to find, and then keep, high-performing employees and Deep Cup Café is no different in that respect. Now that you have been through the process of recruiting and selecting a new employee, you can see for yourself how important it is to have a process that works well. In order to be sure that you DO have an effective process, you realize it is important to measure what Deep Cup Café is doing, currently. Ideally, you’d like to identify metrics that will help you to predict successful hires based on the company’s selection data. This could</p>

	<p>result in making hires that are more likely to perform well and stay with Deep Cup Café longer.</p> <p>Review the resources on HR metrics (readings and lectures this week). From there, identify a set of metrics - a minimum of one for each of your 2 key strategic staffing goals (diversity, high customer service scores) - for your project. For each metric you select, describe what it is that you hope to learn and why you picked that particular metric over another.</p> <p>Initial post due Thursday, 6:00 AM, Eastern Time. Discussion board closes Sunday, 6:00 AM, Eastern Time.</p>
Assignments	<p>Individual Assignment</p> <p>DETERMINING COSTS ASSOCIATED WITH TURNOVER</p> <p>Now that the offer has been made to your replacement, your Cafe Manager and HR have asked you to review and calculate the costs associated with this turnover. You know that employee departures cost a company time, money, and other resources. Research suggests that direct replacement costs can reach as high as 50%-60% of an employee's annual salary, with total costs associated with turnover ranging from 90% to 200% of annual salary. To determine what the costs are associated with turnover at Deep Cup Café, HR has created an Excel worksheet, breaking down these costs into Separation Costs, Replacement Costs and Training and Onboarding Costs, for you to complete. Review the "Instructions for Turnover Costs Assignment - Week 7" window which outlines all of the activities the hiring team (you, the HR Manager and Cafe Manager) have engaged in during this process. 2. Complete your 1st draft of the Excel workbook "Cost of Turnover Workbook Week 7.xlsx".</p> <p>To help you double check to make sure you're on the right track with your calculations, you are also required to input your answers into a "self-check quiz" provided this week here for each section of the assignment. If your answers are incorrect, print out the feedback you received, and use it to identify your errors and then revise your workbook as many times as necessary before you submit your completed workbook.</p> <p>Due Monday at 6:00 AM Eastern time.</p>
Week 8	Trends in Recruitment & Selection
Outcomes	<ul style="list-style-type: none"> • Research contemporary trends in recruitment and selection • Evaluate the implications of these trends on the organization's success in attracting and recruiting high-quality talent • Describe the ways that an HR professional can stay current on the trends in recruitment and selection
Readings	<ul style="list-style-type: none"> • Price Waterhouse Cooper. (n.d.). The future of work – A journey to 2022 Retrieved from http://pwc.blogs.com/files/future-of-work-report-1.pdf • Manjoo, F. (2015, January 28). Uber's business model could change your work. <i>New York Times</i>. Retrieved from https://www.nytimes.com/2015/01/29/technology/personaltech/uber-a-rising-business-model.html

	<ul style="list-style-type: none"> • Shank, P. (2016, March 30). 2025: How will we work? How will your Job change? Retrieved from https://www.td.org/Publications/Blogs/Learning-Executive-Blog/2016/03/2025-How-Will-We-Work-How-Will-Your-Job-Change • Brin, D. (2017, July 7). Pragmatic Generation Z plans to stay with employers longer. Retrieved from https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/pragmatic-generation-z-plans-to-stay-with-employers-longer.aspx • John Sullivan, J. (2009, March 2). Corporate alumni and boomerang recruiting programs are hot due to layoffs. Retrieved from https://www.ereadia.com/ere/corporate-alumni-and-boomerang-recruiting-programs-are-hot-due-to-layoffs/ • Bal, K. (2014, July 24). Reaping a return from boomerangs: New academic research highlights some of the thinking -- and precautions -- involved in taking on returning employees, something experts say is a growing hiring trend. Retrieved from http://www.hreonline.com/HRE/view/story.jhtml?id=534357360&ss=job+hopping • White, C. (2015, December 3). 5 companies that are successfully using gamification for recruiting. <i>LinkedIn Talent Blog</i>. Retrieved from https://business.linkedin.com/talent-solutions/blog/recruiting-strategy/2015/5-companies-that-are-successfully-using-gamification-for-recruiting • Zielinski, D. (2015, November 1). The gamification of recruitment: Virtual games are scoring points for companies' talent acquisition strategies. Retrieved from https://www.shrm.org/hr-today/news/hr-magazine/pages/1115-gamification-recruitment.aspx • Wilkie, D. (2017, June 23). Who's job-hopping now? Older workers are changing jobs almost as much as Millennials. Retrieved from https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/job-hopping-.aspx • McIlvaine, A. R. (2017, June 13). Chatbots making inroads into the hourly workforce: The newest advances in talent technology are being deployed to find hourly workers for hard-to-fill positions. Retrieved from http://www.recruitingtrends.com/REC/view/story.jhtml?id=534362657 • Meister, J. (2017, March 17). The future of work: The intersection of Artificial Intelligence and Human Resources. Retrieved from https://www.forbes.com/sites/jeannemeister/2017/03/01/the-future-of-work-the-intersection-of-artificial-intelligence-and-human-resources/#498c40ae6ad2
Lectures	<ul style="list-style-type: none"> • Staying Current in Recruitment & Selection
Multimedia	<p>LinkedIn Talent Solutions (2016, January 21). Turning employees into recruiters and brand ambassadors Talent Connect London 2015 [Video file]. Retrieved from https://www.youtube.com/watch?v=eEDbZH-NUuE</p>
Assignment & Discussion	<p>Current Trends in Recruitment & Selection</p> <p>This week we combine the discussion and assignment into one, to explore current trends in recruitment and selection. You will start your exploration with the first 2 readings from Price Waterhouse Coopers and The Association for Talent & Development to get a general</p>

overview and then read the remaining articles, which you will find are categorized into the following 5 topics:

- The "Gig" or Online Platform Economy
- Generational Differences
- Gamification
- Corporate Alumni & Boomerang Programs
- Artificial Intelligence, Automation & Robotics

Reflect on the readings assigned and the contemporary trends that they cover. Then, select one topic from the above list that interests you to explore further. As part of your exploration, locate a recent, high-quality article on the topic to share with the class, that you feel sheds additional light on the topic beyond what is provided in the course or by your instructor.

As part of your initial post, attach the article in pdf form (or provide a working url/link) no later than Thursday at 6:00 am ET. Important -failure to submit an appropriate article, on time, will result in a zero grade for 65% of the entire assignment.

Synthesize what you learned, starting your analysis with a detailed, one-paragraph overview of the topic, and describe, in detail, any personal experiences or observations that you can share with the class on this trend or topic in the workplace. Next, evaluate the trend from the perspective of a Recruiter or Manager in HR. In doing so, discuss, in detail, why you think this topic is important to our fictional company, Deep Cup Café. Be sure to pull in appropriate course concepts.

Read the articles posted by your classmates and then select at least 2 of your classmate's posts from which to reply. In your reply posts, you must pick topics that are different from your own! This ensures that you can learn about at least 3 topics in total (your own topic, and topics of at least 2 of your classmates!).

This course and Discussion Board ends on Friday at 6:00 AM Eastern.

Grading and Evaluation

Your grades will reflect the way in which you present and support your topics and positions in the various learning activities used in this course. The grades will be based on the quality and quantity of your comments and responses in the various activities.

Be sure to review the discussion and assignment rubrics in the course for specific grading criteria.

The various graded activities are weighted as follows:

Course Element	% of Final Grade
Assignments	40
Group Assignments	14
Discussions	30

Quizzes	16
Total	100%

Students will be expected to meet all the deadlines of the class as indicated throughout the course and in the syllabus. This is primarily so we don't get behind in the course. In addition, discussions cannot overlap from one week to the next. This is to ensure that all discussions and submissions take place within the week they are scheduled in order to be of value to the entire class as well as to help you not get behind. If there are extenuating circumstances, you will need to communicate that to the instructor and make arrangements accordingly, if appropriate.

Late Assignments: Exceptions are to be determined by the instructor on a case-by-case basis. There will be no opportunities for extra credit.

Learner Success Guidelines

These guidelines are provided to help you succeed in your coursework:

- Participate in the class introduction activity on the first day of class.
- Submit ALL assignments by the posted due dates and times.
- Check your emails daily.
- Contact Portal Help for logon problems or Canvas Help for technical issues with Canvas.
- Participate fully in all threaded discussions.
- Contact your instructor if you have questions about an assignment or need additional help completing your work successfully.

Academic dishonesty is grounds for dismissal from the program.

Academic Policies

The following Academic Policies can be found in the [Student Resource Center](#).

- Grading Criteria
- Reasonable Accommodations Policy
- Student Attendance Policy
- Academic Honesty and Integrity Policy
- Student Engagement and the Granting of Academic Credit
- Copyright Policy

Caveat

The above schedule, content, and procedures in this course are subject to change. All policies are superseded by the latest College Catalog available on our website: <https://www.cambridgecollege.edu/student-rights-complaints-grievances/student-code-conduct>