

ASSIGNMENT INFORMATION



Case Study – Geico

Go to the Geico website to read "[Total Rewards Program](#)."

Write a five- to seven-page paper in which you:

1. Determine which facets of the Geico total rewards program align with the five top advantages of a total rewards program outlined in Chapter 2 of the textbook. Discuss your reasoning.
2. Create a strategy for ensuring that the Geico plan addresses all of the advantages.
3. Evaluate the effectiveness of the communication of Geico's total rewards program based upon the website's descriptions of the benefits. Recommend two areas for improvement.
4. Assuming employees are unhappy with the current plan, offer two improvements or changes to Geico's total rewards program.
5. Use at least five quality academic resources in this assignment. Note: Wikipedia and other Websites do not qualify as academic resources.

This course requires the use of Strayer Writing Standards. For assistance and information, please refer to the Strayer Writing Standards link in the left-hand menu of your course.

The specific course learning outcome associated with this assignment is:

- Create a strategy for maximizing the advantages of a total rewards program, including how it's communicated.

By submitting this paper, you agree: (1) that you are submitting your paper to be used and stored as part of the SafeAssign™ services in accordance with the [Blackboard Privacy Policy](#); (2) that your institution may use your paper in accordance with your institution's policies; and (3) that your use of SafeAssign will be without recourse against Blackboard Inc. and its affiliates.

Institution Release Statement

*When finished, make sure to click **Submit**.
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Scoring Guide

Determine which facets of the Geico total rewards program align with the five top advantages of a total rewards program outlined in Chapter 2 of the textbook and discuss your reasoning. 25 %

Unacceptable	Needs Improvement	Competent	Exemplary
Did not submit or incompletely determined which facets of the Geico total rewards program align with the five top advantages of a total rewards program outlined in Chapter 2 of the textbook and did not submit or incompletely discussed your reasoning.	Partially determined which facets of the Geico total rewards program align with the five top advantages of a total rewards program outlined in Chapter 2 of the textbook and partially discussed your reasoning.	Satisfactorily determined which facets of the Geico total rewards program align with the five top advantages of a total rewards program outlined in Chapter 2 of the textbook and satisfactorily discussed your reasoning.	Thoroughly determined which facets of the Geico total rewards program align with the five top advantages of a total rewards program outlined in Chapter 2 of the textbook and thoroughly discussed your reasoning.

Create a strategy for ensuring that the Geico plan addresses all of the advantages. 20 %

Unacceptable	Needs Improvement	Competent	Exemplary
Did not submit or incompletely created a strategy for ensuring that the Geico plan addresses all of the advantages.	Partially created a strategy for ensuring that the Geico plan addresses all of the advantages.	Satisfactorily created a strategy for ensuring that the Geico plan addresses all of the advantages.	Thoroughly created a strategy for ensuring that the Geico plan addresses all of the advantages.

Evaluate the effectiveness of the communication of Geico's total rewards program based upon the website's descriptions of the benefits. Recommend two areas for improvement. 20 %

Unacceptable	Needs Improvement	Competent	Exemplary
Did not submit or incompletely evaluated the	Partially evaluated the effectiveness of the	Satisfactorily evaluated the effectiveness of the	Thoroughly evaluated the effectiveness of the

communication of Geico's total rewards program based upon the website's descriptions of the benefits. Did not recommend two areas for improvement.

total rewards program based upon the website's descriptions of the benefits. Partially recommend two areas for improvement.

total rewards program based upon the website's descriptions of the benefits. Satisfactorily recommend two areas for improvement.

total rewards program based upon the website's descriptions of the benefits. Thoroughly recommend two areas for improvement.

Assuming employees are unhappy with the current plan, offer two improvements or changes to Geico's total rewards program. 20 %

Unacceptable	Needs Improvement	Competent	Exemplary
Did not submit or incompletely offered two improvements or changes to Geico's total rewards program.	Partially offered two improvements or changes to Geico's total rewards program.	Satisfactorily offered two improvements or changes to Geico's total rewards program.	Thoroughly offered two improvements or changes to Geico's total rewards program.

5 references. 5 %

Unacceptable	Needs Improvement	Competent	Exemplary
No references provided.	Does not meet the required number of references; some or all references poor quality choices.	Meets number of required references; all references high quality choices.	Exceeds number of required references; all references high quality choices.

Clarity, writing mechanics, and formatting requirements. 10 %

Unacceptable	Needs Improvement	Competent	Exemplary
More than 6 errors present.	5–6 errors present.	3–4 errors present.	0–2 errors present.

w04a1 - Sales Force Compensation

Summary

Click the linked activity title to access this assignment.

Text

For companies that have a mission of selling, a major objective is to motivate the salespeople. While many factors go into motivating these people, one of the primary factors is the compensation plan that describes how they will be rewarded. Research a large organization's sales force and its compensation plan. Write a five- to seven-page paper in which you:

1. In order to motivate the sales force to produce the highest number of clients, describe six features of an effective total rewards program.
2. Describe the behaviors of the sales force that are targeted with the compensation plan.
3. Assess how a value proposition is achieved for current and future employees in the plan you have outlined.
4. Based upon the type of plan you have created, indicate how attracted you think future salespeople may be to this plan.
5. Use at least five quality academic resources in this assignment. Note: Wikipedia and other websites do not qualify as academic resources.

This course requires the use of Strayer Writing Standards. For assistance and information, please refer to the Strayer Writing Standards link in the left-hand menu of your course.

The specific course learning outcome associated with this assignment is:

- Assess the effectiveness of a total rewards program in motivating salespeople.

Total Rewards Program

GEICO ASSOCIATE BENEFITS



Associates' quality of life — now and in the years to come — is important to GEICO.

As a full-time GEICO associate, you'll be offered a comprehensive Total Rewards Program. Benefits include a variety of options to secure your financial future health and well-being, so you can enjoy more out of life!

<https://careers.geico.com/us/en/total-rewards-program#health>

<https://careers.geico.com/us/en/total-rewards-program#family-and-leave>

<https://careers.geico.com/us/en/total-rewards-program#education-and-training>

<https://careers.geico.com/us/en/total-rewards-program#finance-and-retirement>

Health & Well-Being

Family & Leave

Education & Training

Finance & Retirement

Health & Well-Being



Insurance Options & Healthcare FSA

- GEICO offers **two self-insured medical plan options** and some fully-insured HMO plan options in certain locations
- GEICO's medical plans cover **virtual visits** at a lower copayment than a primary care physician and/or specialist visit
- The **comprehensive vision plan** includes coverage for frames, lenses, contact lenses, eye exams with dilation (as necessary), retinal imaging, discounts on laser vision correction, etc.
- **Two comprehensive dental plans** with coverage for diagnostic and preventive care, oral treatments and orthodontic care
- Healthcare Flexible Spending Account (FSA) allows an associate to **set aside pre-tax money** each year to pay for eligible out-of-pocket health care expenses

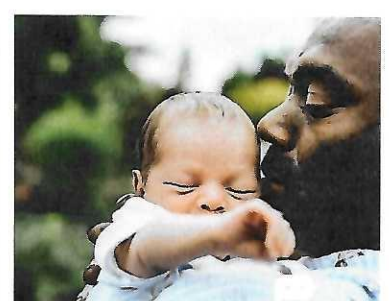
Paid Sick Leave & Disability

- Each full-time associate receives **two weeks of Sick time** to use each calendar year, prorated during the associate's first year based on hire date
- GEICO provides **income replacement benefits under a Short Term Disability benefit** if you have a serious health condition or other disabling event and are unable to work for more than seven days
- Voluntary Basic Long-term Disability insurance **provides income replacement if you are continuously disabled for 180 calendar days**. Approved associates will receive benefits equal to 50% of their base monthly salary, less any other received income benefits

Life & Accident Insurance

- Basic Term Life insurance to **50% of an associate's base pay** is automatic upon hire
- Optional Term Life insurance can be purchased **up to 6x an associate's total base pay** at a maximum of combined Basic and Optional Term Life insurance of \$1,500,000
- Associates may also elect to purchase **Voluntary Group Accident Insurance** (Accidental Dismemberment) at a rate for themselves and family members

Family & Leave



- Provides **legal assistance, debt services and financial consultation** to associates and family members permanently residing in their household at no cost
- Counseling available for stress, anxiety and other needs
- GEICO's AAP provides up to **three phone and/or in-person counseling sessions** at no cost

- Paid vacation is accrued at **10 days annually** during an associate's first five years; paid time and leave vary for management level associates
- Associates receive **four additional floating holidays** (earned one per quarter)
- Associates receive **six additional paid holidays** throughout the year
- GEICO provides **8 weeks of paid time off** for bonding with newborns or newly-adopted children. Associates eligible for Bonding leave are full-time associates employed with GEICO for at least 12 months preceding the birth date or adoption date

Adoption and Fertility Assistance Dependant Care FSA

- GEICO provides up to **assistance per adoption**
- GEICO offers a **lifetime prescription drug benefit of \$10,000** and medical of **\$25,000 for fertility treatment** and service insured medical plans
- **Fertility assistance** can assisted reproductive (ART) most often involve fertilization (IVF), artificial insemination, medical prescribed to treat infertility as well as recommended
- Dependent Care (Day Flexible Spending Account) allows an associate to contribute pre-tax dollars to cover **elder care expenses**

Education & Training



Tuition Reimbursement

- Eligible full-time associates may enroll to further their **undergraduate education**
- **Reimburses up to \$5,250 per calendar year** and covers application fees, tuition, course-related charges and applicable textbook costs

Paid Training & Licensures

- GEICO's paid training in **sales, customer service, claims and auto damage** is considered among the best in the insurance industry
- **Licensing and continuing education courses** are provided by the company at no cost to associates

Continuing Education

- GEICO offers **hundreds of learning and instructional courses**
- Classes include: business management courses, training, diversity and Microsoft Office, project management, presentation

Finance & Retirement



Traditional & Roth 401(k) Plans

- Automatically enrolled in the Plan at a **pre-tax contribution rate of 4%** of eligible earnings
- Associates can make pre-tax and/or post-tax contributions
- Associates can **manage their accounts easily at vanguard.com** or by calling Vanguard's VOICE™ Network



GEICO Credit Union, a division of BCU

- Provides convenient **on-site banking and ATMs**
- Associates can secure their money in insured accounts
- **Home, car and education loans** are offered at competitive interest rates



Profit Sharing

- This plan rewards eligible associates based on the following factors: **policy growth** and **underwriting performance**
- An associate's share of company contribution **is deposited directly to a Vanguard account; an annual sharing award in excess of eligible earnings is paid to the associate by direct deposit** (an eligible associate may defer a portion of the sharing cash payout)
- Over the last ten years, contributions to this plan have been paid approximately 20% of associates' eligible earnings

*To become eligible, associates must meet service requirements.

*Past performance is not a guarantee of future results, and profit sharing is not a guaranteed benefit

To
att:  **COURSE INFO**
Handbook and University Catalog.

Be sure to ask your faculty member or campus dean should you need any clarification.

Attendance

[Attendance Policy - General](#)

[Attendance - Veterans Educational Benefits Eligibility](#)

Late Assignments

[Late Assignment Policy](#)

Academic Integrity

[Academic Integrity Message](#)

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[Student Handbook](#)

[University Catalog](#)

Grammarly

Instructions to activate your no-cost premium account are [here](#).

Please note that, from time to time, the University may adopt new policies/ change existing policies. The University will disseminate any new or revised policies, which must also be complied with by students of the University.

ECHAPTERS

COURSE RESOURCES

Required Resources

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Supplemental Resources

Evaluating Corporate Recruiting Plan

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U03a1

Dr. Courtney Hammonds

January 18, 2021

ABSTRACT

This report examined current and past theory on recruiting strategies and processes to emphasize the importance and relevancy of effective selection processes for competitive business organizations. Gatewood, Field & Barrick (2016, p. 36) uses the word “formidable” to indicate the arduous nature of conceptualizing and developing an effective selection program. Particularly, the authors as well assert that the difficulty level in developing sound recruitment and selection processes is compounded when consideration is given to the adherence of certain laws that impact hiring and selection. This report recognizes the need for effective recruiting plans as a critical organizational strategy aimed at attracting top quality employees. It also makes the case that targeted recruiting must have as its foundation processes and programs that strongly address underrepresented groups in hiring. The report finally recognizes that no recruitment strategy or plan, whether from the private or public sector can truly be effective or add overall organizational value if those developing such strategies lack knowledge of how laws affect selection and hiring.

Evaluate the Merits and Limitations of Recruiting Plan

Selecting and acquiring top talent has never been more important today for organizations seeking competitive advantage. Thus, the need for an effective recruitment strategy and plan is essential for acquiring and retaining top talent (Brazeel, 2010, p.1). The overall effectiveness of the organization's recruitment plan is even more important when consideration is given to the need to recruit across levels. Rashmi (2010) believes most organizations will probably have structured recruitment and selection processes but knowing how the processes are applied across levels is essential. The processes (or program) may differ in:

- sources of recruitment
- advertisement content
- application methods
- selection methods, and
- closure methods (p. 121).

Understanding the merits and limitations of organizational recruitment plans will increase the likelihood that HR teams will develop strong recruitment and selection processes.

Recruitment Plan Evaluation – Foxconn

This report assumed that like most major organizations Foxconn is making significant investments in major new operations. To support this endeavor, they have determined a need exists for additional employees with specific knowledge, skills, and abilities. Such experience is needed to meet the demands of high-performing teams. An evaluation of the current recruitment plan for IT and engineer positions reveals Foxconn's current plan utilizing college job fairs, internships, professional organizations, and executive recruitment. The recruitment plan for administrative and distribution center entails sourcing from local newspapers, point-of-sales

advertising, and internal job referrals. As a result of these findings, this report recommends eliminating across each plan college job fairs and local newspapers.

As far as IT and engineer positions, they are usually considered high-profile or high performing positions thus, professional organizations, executive search, and even internships must remain part of the current recruitment plan. The latter of the elements can also be a cost-saving measure in terms of salary and benefits. Rockwood and Hermans (2020) also states “Intern hiring was expected to increase 2.6 percent in 2019 from the previous year” (p. 68). The authors also made a point that pools of highly motivated interns are available. Each element will likely continue to be successful and can also be leveraged by the recruitment plan for administrative and distribution positions.

On the other hand, the likelihood of on-site college job fairs and local newspapers continuing to be successful are rather slim. With the existing Covid-19 concerns across the nation, it is easy to speculate that the lack of willingness to participate in such a job fair event, particularly at rented facilities or on site, exists with both candidates and the hosting organization. With respect to using local papers as a source for recruiting talent this approach may be seen a limiting strategy for two reasons. First, there is some research suggesting that newspapers are no longer a primary sources of information, thus many people are no longer reading newspapers. It is worth mentioning the following:

The estimated total U.S. daily newspaper circulation (print and digital combined) in 2018 was 28.6 million for weekday and 30.8 million for Sunday, down 8% and 9%, respectively, from the previous year. Weekday print circulation decreased 12% and Sunday print circulation decreased 13% (Pew Research Center, n.d., sec. 2).

Based on the overall analysis for this report's section on evaluating the recruitment plan, a general recommendation might be that Foxconn leverage the plan elements for the IT and engineer positions and morph them into the administrative and distribution positions plan.

Recommending Plan for Successful Research-Based Recruiting of Targeted Groups

Organizations evaluate recruiting effectiveness to see how their recruiting efforts compare with past patterns. They also do so to make comparisons with other organizations. Recruiting strategies take into consideration a number of EEO and diversity considerations and therefore the need for HR leaders to address target groups, such as underrepresented candidates has never been more important.

Recruitment of Targeted Groups: A Brief Analysis

This report contends when organizations apply specific practices aimed at recruiting targeted groups such approaches tend to make the overall workplace more functionally creative and innovative (McKay & Avery, 2005, p. 332). The term "targeted groups" takes on different meanings with respect to the overall goal of recruiting top talent. Target groups could be candidates with specific expertise and experience regardless of race, color, or national origin. However, targeted groups may also be candidates that have previously been underrepresented but now the goal of recruiting is to close the gap between majority and minority representation. To emphasize the importance of closing selection gaps three underrepresented target groups are worth discussing, minorities, women, and disabled candidates.

It is important to understand and discuss the topic of diversity in organizations to appreciate the need to better represent minorities, women, and disabled candidates, especially when seeking top talent. Diversity simply put is the existence of differences in people (Lussier & Hendon, 2019, p. 95). When organizations understand the significance of a diverse workplace and its impact on

creativity (thinking uniquely) and innovation (creating new processes), they begin to recognize the value of minority, women, and disabled worker representation across the organizational landscape. It is also critical for management and HR teams to understand current legal mandates that impact policies and practices used to recruit talent including Americans with Disabilities Act (ADA), Age Discrimination in Employment Act (ADEA), Equal Pay Act (EPA), and Pregnancy Discrimination Act (PDA] (Gatewood, Field & Barrick, 2016, p. 35).

Recommendations for Targeted Search Success

One recommendation for enabling targeted search success to ensure adherence to guidelines derived from law and hiring practices is to ensure HR managers remain abreast of both current and guidance on diversity and inclusion and the previously mentioned laws in this report. This is especially needed as HR departments seek to modernize and reform assessment and hiring of job candidates (Federal Register, 2020, para 2). Regular policy reviews and strategic planning meetings will be beneficial. Another recommendation for enabling targeted search success to ensure adherence to guidelines derived from law and hiring practices is to ensure HR teams are knowledgeable of other key laws and current best practice affecting targeted groups. Joubert (2020, p.11) believes that such understanding of key laws and industry best practices positions HR to be a more effective business partner when sourcing top talent. As a final recommendation

As a final recommendation it will be necessary to simply maintain effective internal management principles around planning, organizing, leading, and controlling. Through these principles management teams and HR leaders stay abreast of the changing landscape of the organization but also to their own accountability for avoiding discrimination in hiring and by targeting groups normally considered underrepresented. Talent acquisition is one of the most

important HR functions in the department and not understanding how prevailing laws impact that function places the HR team at a disadvantage for adding value to the organization.

Identify Impact of Legal Environment on the Recruiting Process

Gatewood et al, 2016 provides an informative perspective on Federal laws that must be considered by HR practitioners when formulating strategies to develop recruitment and selection processes. Some of the laws noted include the civil rights act of 1991, age discrimination in employment act, Americans with disabilities act, immigration and control reform act, and several executive orders (p. 107). This report focused on the latter, executive orders in the federal government, since they are centered on race, color, religion, sex, national origin, handicap, or age. The primary focus are executive orders 13087 and 13672.

Executive Orders and Impact on Hiring, Recruiting, and Promotion

Executive orders 13087 and 13672 came about due to the need to make more specific guidance related to Executive Order 11478. In other words, the executive order needed to be updated to clarify and make additions to current characteristics (race, color, religion, etc.). Thus, the essentials of orders 13087 and 13672 can be simply summarized as follows:

- Executive Order 13087 Signed in 1998, this order amends Executive Order 11478 to include sexual orientation.
- Executive Order 13672 Signed in 2014, this order amends Executive Order 11478 and 11246 to include gender identity (Gatewood et al, 2016, p. 110).

The selection of executive orders 13087 and 13672 for this report was important because each makes clear the apparent need to highlight the terms sexual orientation and gender identity—and rightfully so. Look no further than the recent Supreme Court ruling that federal civil rights law recognized to protect gay, lesbian, and transgender workers (de Vogue & Cole, 2020). The

actions by the courts to emphasize such fair treatment is not just beneficial support for employment candidates in the federal sector, but as well, the private sector.

Finally, it is recommended that federal government agencies ensure adherence to executive orders derived from law and hiring practices is to ensure department managers remain abreast of both current and prior executive orders. This is especially needed as these departments seek to modernize and reform assessment and hiring of federal job candidates (Federal Register, 2020, sec. 3). Regular policy reviews and strategic planning meetings will be beneficial. Just as critical for agencies and organizations to understand and leverage executive orders so is dealing with perceived human resource business partner issues derived from legal implications.

HR Issues and Law Implications

There are two issues that immediately come to mind that HR leaders encounter. The first is clarity of federal laws versus state laws. The second issue derives somewhat from the first and it centers on challenges and constraints for recruiting.

HR Issues with Federal Vs. State Laws

HR support departments in organizations must be well-versed on both federal and state laws, especially when they govern how employment processes are applied. “The U.S. Department of Labor (DOL) administers and enforces more than 180 federal laws. These mandates and the regulations that implement them cover many workplace activities for about 150 million workers and 10 million workplaces” (DOL, n.d., para 1). The website lists several laws that impact employment and the laws apply to things like wages and hours, workplace safety and health, workers compensation, and family and medical leave to name just a few. Lack of understand and applying these laws to organizational strategies and policies are certain to lead to HR issues.

HR Issues Due to Organization Challenges/Constraints

Challenges and constraints refer to internal organizational actions that can challenge the implementation of a sound recruitment process. While there may be many challenges or constraints, three come to mind and they include (1) budgetary constraints, (2) lack of strategic acuity by HR teams, and (3) applying laws appropriately (Lussier & Hendon, 2019, pp. 169-170). At first glance one may ask how do federal or state laws impact these challenges and constraints?

First, all internal budgets to support HR activities should always be created to not only ensure necessary jobs are filled, but they must also be planned around the required tasks HR assumes to ensure legally administered programs, especially those that are jurisdictional (Lo, Mackay, & Pio, 2015, p. 335). Second, federal and state laws impact how HR teams strategically understands the laws and strategically communicates and implements the programs derived from those laws. Finally, the third constraint flows with, and derives from the second challenge or constraint. However, extra emphasis must be placed for pay equity and other programs when organizations operate either nationally (across state borders) or globally.

Conclusion

It is important for businesses and their owners to develop and continue to foster good recruiting plans in efforts to ensure both organizational success and legal compliance. HR teams in organizations play a major role in that endeavor as they must effectively attract and retain top talent. Although administrative and legally mandated tasks are important, HR's strategic contribution should also add value to the organization by improving the performance of the business. As such, improving the performance of the business requires a strategic HR management approach (Mathis, Jackson, Valentine & Meglich, 2017, p. 47). This means, as

derived from the previous discussion herein, HR must appropriately conceive and implement recruitment practices and programs that are well within the parameters of federal employment laws. Planning must also address the “jurisdictional nature” of business operations as employment laws apply differently across regions and borders.

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