

ASSIGNMENT INFORMATION



Total Rewards System Proposal

This research-based assignment focuses on the latest available information about creating, organizing, and managing a total rewards program. Envision a service-based (insurance, telemarketing, or other) profit organization that employs 20,000 employees in 17 different countries. There are 2,000 management-level individuals who speak a variety of languages. The company employs diverse individuals who are governed by multiple regulatory environments.

Write an eight- to ten-page paper in which you:

1. Create a brief overview of the company requirements for a total rewards system.
2. Formulate a total rewards strategy to encompass the fundamentals of compensation and the regulatory environments.
3. Explain the advantages of the total rewards strategy you are proposing and how it might satisfy the employees' needs.
4. Determine the key communication components of the total rewards system.
5. Indicate your strategy for devising a competitive pay structure.
6. Use at least five quality academic resources in this assignment. Note: Wikipedia and other websites do not qualify as academic resources.

APA 7 FORMAT

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:

- Formulate a total rewards program for a large, multinational company, including communication components and a competitive pay structure.

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.

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

*Optionally, click **Save as Draft** to save changes and continue working later, or click **Cancel** to quit without saving.*

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Grid View

List View

	Unacceptable	Needs Improvement	Competent	Exemplary
Create a brief overview of the company requirements for a total rewards system.	0 (0.00%) Did not submit or incompletely created a brief overview of the company requirements for a total rewards system.	16.875 (11.25%) Partially created a brief overview of the company requirements for a total rewards system.	19.125 (12.75%) Satisfactorily created a brief overview of the company requirements for a total rewards system.	22.5 (15.00%) Thoroughly created a brief overview of the company requirements for a total rewards system.
Formulate a total rewards strategy to encompass the fundamentals of compensation and the regulatory environments.	0 (0.00%) Did not submit or incompletely formulated a total rewards strategy to encompass the fundamentals of compensation and the regulatory environments.	16.875 (11.25%) Partially formulated a total rewards strategy to encompass the fundamentals of compensation and the regulatory environments.	19.125 (12.75%) Satisfactorily formulated a total rewards strategy to encompass the fundamentals of compensation and the regulatory environments.	22.5 (15.00%) Thoroughly formulated a total rewards strategy to encompass the fundamentals of compensation and the regulatory environments.
Explain the advantages of the total rewards strategy you are proposing and how it might satisfy the employees' needs.	0 (0.00%) Did not submit or incompletely explained the advantages of the total rewards strategy you are proposing and how it might satisfy the employees' needs.	16.875 (11.25%) Partially explained the advantages of the total rewards strategy you are proposing and how it might satisfy the employees' needs.	19.125 (12.75%) Satisfactorily explained the advantages of the total rewards strategy you are proposing and how it might satisfy the employees' needs.	22.5 (15.00%) Thoroughly explained the advantages of the total rewards strategy you are proposing and how it might satisfy the employees' needs.

	Unacceptable	Needs Improvement	Competent	Exemplary
Determine the key communication components of the total rewards system.	0 (0.00%) Did not submit or incompletely determined the key communication components of the total rewards system.	22.5 (15.00%) Partially determined the key communication components of the total rewards system.	25.5 (17.00%) Satisfactorily determined the key communication components of the total rewards system.	30 (20.00%) Thoroughly determined the key communication components of the total rewards system.
Indicate your strategy for devising a competitive pay structure.	0 (0.00%) Did not submit or incompletely indicated your strategy for devising a competitive pay structure.	22.5 (15.00%) Partially indicated your strategy for devising a competitive pay structure.	25.5 (17.00%) Satisfactorily indicated your strategy for devising a competitive pay structure.	30 (20.00%) Thoroughly indicated your strategy for devising a competitive pay structure.
Five references.	0 (0.00%) No references provided.	5.625 (3.75%) Does not meet the required number of references; some or all references poor quality choices.	6.375 (4.25%) Meets number of required references; all references high quality choices.	7.5 (5.00%) Exceeds number of required references; all references high quality choices.
Clarity, writing mechanics, and formatting requirements.	0 (0.00%) More than 6 errors present.	11.25 (7.50%) 5–6 errors present.	12.75 (8.50%) 3–4 errors present.	15 (10.00%) 0–2 errors present.

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Evaluating Corporate Recruiting Plan

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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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