

ASSIGNMENT INFORMATION

Due Date
Monday, November 16, 2020
9:00 AM

Points Possible
110
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Recruiting, Selection, and Training

Instructions

Use the Internet or the Strayer Library to research a company for which you would like to work. Focus your research on the selected company's approach to recruiting, selecting, training, and managing its workers.

Note: You may use the same company you selected for your assignment in Week 3.

Requirements

Write a 4–5-page paper in which you:

- Describe (briefly) the company you researched.
- Evaluate the effectiveness of the company's recruiting efforts.
- Suggest two recommendations for improving the company's recruiting efforts.
- Analyze the company's selection process.
- Recommend two areas for improving the company's selection process.
- Assess the general effectiveness of human resource planning and performance management systems.
- Determine the level of influence that training and talent management have on the company's labor force.

Use at least five quality academic resources in this assignment. Consider beginning with your course textbooks and scholarly sources that can be found in the [Strayer Library](#).

Note: Wikipedia does not qualify as an academic resource.

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. Check with your professor for any additional instructions.

The specific course learning outcome associated with this assignment is:

- Evaluate the effectiveness of a company's recruiting, selection, performance and talent management process.

*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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To Organize or Not to Organize?

I want to work with the Home Depot Company, the most significant home enhancement company in the United States. Its headquarters is in Georgia, and its mailing address is Atlanta. The company supplies equipment, construction products, and also services. Currently, the company's employees are not unionized.

Benefits of Labor Union to the Company

Labor unions are organizations of workers whose primary purpose is to protect the members' interests and improve wages, working conditions, and working hours for everyone. Labor unions have several benefits. One of the advantages is that they provide employee protection. Members cannot be fired without a logical reason. Such kinds of decisions must pass through a grievance process. The second benefit is that unions promote increased wages and excellent benefits via collective negotiation (Doussard, 2, pp. 36-74). Thirdly, unions help in setting the economic trend, which are trends that benefit employees. Excellent examples include the minimum wage and also overtime rules. Unions also make political organizing easier since they help keep political candidates focused on essential matters to employees, both unionized and un-unionized.

The vision, mission, and objectives for the strategic plan to form a union for the group are as follows.

Vision

The vision is every staff union wants to be great, which leads the procedure of changing the company into a fantastic place of work by representing every staff member as an equal and powerful associate in social dialogues.

Mission

The mission is to enhance social fairness and equality for every staff member, to have a unified company using a different method. One way is mobilizing and coordinating the union's membership for a stronger workers union. The other way is through protecting and improving employment and even working conditions for all the company employees. The last method is through negotiating just and efficient collective agreements.

Objectives

One of the objectives is to improve industrial connections by enhancing the current institutional model, strengthening healthy and efficient negotiations, and transparently. The second objective is job security; the union assists in ending precarious work and ensures a just contracts policy to include a redeployment process. The third objective is fair and unbiased employment conditions for every staff member that does not discriminate workers in terms of gender, contract types, grades, individual status, and role station. The other objective is a career advancement path for everyone. There will be a transparent and unbiased accomplishment appraisal system. There will also be a bargained and adequate job categorization procedure, an impartial and flexible recruitment system, and even a transparent rewarding procedure. The other objective is to make the union stronger by maintaining and extending the union's membership, enhancing solidarity and capacities, improving functions, and excellent communication and togetherness.

Steps for Starting the Union

1) Organizing Committee's Establishment

The first step in organizing a union would be to find individuals to create an organizing committee. In this step, leaders are singled out, and an organizing committee is established. The organizing committee represents every major department and shifts and reflects gender, racial, and ethnic

diversity within the labor force (Simms, 4, pp. 420-450). Training for the organizing committee starts immediately. Every committee member should be ready to educate themselves and their colleagues regarding the union and caution and inform their colleagues concerning the forthcoming administration anti-union campaign. The organizing committee must also know about the employees' rights in organizing a union. It even must comprehend the union's tactics and standards of democracy and also rank-and-file governance. Additionally, in this step, essential information regarding the workplace should be assembled. It includes the workplace structure, workers' information, and employer's information.

2) Adopt a Problems Program

In this step, the committee should develop a union demands' plan, i.e., the improvements that the group is organizing to accomplish, and a union's election campaign approach. A scheme for highlighting the problems program inside the workplace is conducted through different organizing campaign movements.

3) Recruiting majority on Union Cards

Company employees are requested to join and support the union plan by signing membership cards. The main goal is signing-up for a sizable majority. The card campaign must proceed faster the moment it is started. It is also essential to conduct a union election.

4) Emerge the Winner in the Union Election

All the cards that have been signed are used and are also required to appeal to the national or even the state labor board to conduct an election. It takes the labor board a few weeks to conclude who is qualified to vote and then plan for the election. The union movement is supposed to continue and even intensify as they wait. In case the union emerges the winner, the employer is supposed to recognize and negotiate with that union. Becoming victorious in a union's election is not easy. It

needs a diversified and robust organizing committee and also a solid problem plan. Also, it is necessary to have a program that could help fight the employer's anti-union campaign.

5) Negotiating a Contract

The organizing committee never eases off after winning the election since the union's campaign's primary goal, and the contract is yet to be accomplished. At this point, employees are supposed to get mobilized to back up the union's contract demands and stress the employer to fulfill them.

The Union's Execution Timeline

A possible timeline includes:

1st week- committee organization and training

2nd week- the development of the union demands' plan and the union's election campaign's approach

3rd week- signing of membership cards

4th, 5th, and sixth week- determination of eligible voters, carrying out an election

7th week- negotiating and signing the agreement after which the union ensures that its needs are fulfilled through mobilization

Objections Encountered by Unions

Employers believe that unions usually affect their companies both directly and indirectly. They believe that unions have brought about a slower work procedure in numerous companies, less productivity, and low worker relations together with additional adversity. There also exist longer-term agreements that could restrict flexibility. Therefore, the management team is very much against unions. One of the objections that the organized union could encounter is that the management team may refuse to listen to the union regarding payment, terms, and even working conditions (Behrens, 1, pp. 422-440). As a result, the union may be forced to use forceful ways like

organizing strikes to be heard, which can be a rough process (Behrens, 1, pp. 422-440). The second objection that the union may encounter is that the management team might give in to the union's demands but still refuse to fulfill them or still fulfill a few of the needs and ignore the rest.

Arguments that Oppose Management's Position Regarding Unions

Numerous employers do not like labor unions due to several reasons. One of their significant arguments against unions is that unions interrupt the day-to-day functions of a company. Several employers believe that their gain margin will fail due to unions to fulfill their yearly projected income. Therefore, employers are firmly against unions since they see them as a hindrance to the business's advancement and a possible obstruction in the functional interrelation between workers and the company's management (Freeman, 3, p. 161). They believe that it could result in the closure of their companies. However, several arguments oppose the management or employer's position.

1) Collective Efforts

One argument is that most companies tend to fire employees without a logical reason or for selfish gains. Such amoral companies usually look for individuals that can replace and accomplish the jobs of fired employees at a cheaper cost, which is very wrong. Therefore, if workers join unions, they can work as a group, which helps them be more potent than facing an employer as an individual (Tumangkar, 5, pp. 277-280). That way, workers can negotiate payments, working terms, and even conditions. If employers refuse to listen, they can strike as a group, which can be very useful. Such a collective effort helps workers be heard. Their grievances are heard, which increases their productivity when their issues are listened to and addressed.

2) Protecting Rights

The second argument is that unions are meant to safeguard employees and employee rights. They ensure that issues like salaries, agreements, and working hours are reserved at an unbiased level. Some company's do not respect their workers' rights. Therefore, unions make such companies comply with their wishes since unions can strike, thus bringing such companies down to be heard. Unions help protect defenseless employees against manipulative companies, which, in return, increases companies' productivity as a result of workers' contentment. Unions are therefore beneficial, and only unfair and manipulative managements see them as a threat. If top management treats its employees fairly, it cannot feel threatened by unions.

Sources

1. Behrens, M., & Dribbusch, H. (2020). Employer resistance to works councils: evidence from surveys amongst trade unions. *German Politics*, 29(3), 422-440.

2. Doussard, M., & Fulton, B. R. (2020). Organizing Together: Benefits and Drawbacks of Community-Labor Coalitions for Community Organizations. *Social Service Review*, 94(1), 36-74.
3. Freeman, J. B. (2018). Book Reviews: Against Labor: How US Employers Organized to Defeat Union Activism. *Business History Review*, 92(1), 161.
4. Simms, M., Eversberg, D., Dupuy, C., & Hipp, L. (2018). Organizing young workers under precarious conditions: What hinders or facilitates union success. *Work and Occupations*, 45(4), 420-450.
5. Tumangkar, T. (2020, May). Trade Union: One Aspect of Worker Rights Protection in Company. *International Conference on Law, Economics, and Health (ICLEH, 2020)* (pp. 277-280). Atlantis Press.

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HUMAN RESOURCE MANAGEMENT, SIXTEENTH EDITION,
CENGAGE, VALENTINE, MEGLICH, MATHIS, JACKSON
THE LABOR RELATIONS PROCESS, 11TH EDITION, HOLLEY,
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