Managing Workforce Flow (38:533:533:02)

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Course Objective: To develop conceptual understanding and skills related to the design, development and evaluation of staffing and talent management strategies and techniques. Emphasis is placed on techniques and procedures; however, theoretical and empirical research will be covered in order to provide the student with an appreciation of the state-of-the-art in the field. Further, the linking of staffing activities to strategic organizational goals is an important theme.

<table>
<thead>
<tr>
<th>DATE</th>
<th>TOPIC</th>
<th>TEXT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/25</td>
<td>Introductions/ Syllabus</td>
<td></td>
</tr>
<tr>
<td>2/1</td>
<td>Strategic Staffing</td>
<td>1</td>
</tr>
<tr>
<td>2/8</td>
<td>Bus. &amp; Staffing Strategies/Forecasting Planning</td>
<td>2, 5</td>
</tr>
<tr>
<td>2/15</td>
<td>Strategic Job Analysis</td>
<td>4</td>
</tr>
<tr>
<td>2/22</td>
<td>Sourcing: Identifying Recruits</td>
<td>6</td>
</tr>
<tr>
<td>2/29</td>
<td>Competitive Advantage in Recruitment</td>
<td>7</td>
</tr>
<tr>
<td>3/7</td>
<td>MIDTERM EXAMINATION</td>
<td></td>
</tr>
<tr>
<td>3/14</td>
<td>Spring Break- No Class</td>
<td></td>
</tr>
<tr>
<td>3/21</td>
<td>Measurement</td>
<td>8</td>
</tr>
<tr>
<td>3/28</td>
<td>Assessing External Candidates</td>
<td>9</td>
</tr>
<tr>
<td>4/4</td>
<td>Assessing Internal Candidates</td>
<td>10</td>
</tr>
<tr>
<td>4/11</td>
<td>Staffing System Evaluation and Technology</td>
<td>13</td>
</tr>
<tr>
<td>4/18</td>
<td>Choosing and Hiring Candidates/Workforce Flow</td>
<td>11, 12</td>
</tr>
</tbody>
</table>
Grading: Midterm Examination 25%

Final Examination 25%

Team Project 50%


Students are responsible for reading all the assigned materials; not just limited to materials covered by lecture.
Staffing Team Project

Your team will conduct a job analysis and develop a selection interview for a specific job. Your team will also define your overall selection approach to ensure the selection of the best applicant.

Job Analysis
You will need to conduct background research on a company and the job in question. Also, you need to identify and interview a job incumbent(s) and his or her manager. The interview(s) should take no more than 30 minutes.

1. Select a job (a customer-facing job would be good)
2. Determine the strategic importance of the position (competitive strategy, strategic capability)
3. Conduct background research (e.g., O*NET) on the job
4. Contact the incumbent/manager and arrange for an interview
5. Conduct a job analysis interview with the incumbent
6. List the major job tasks/functions
7. Determine the importance of the major job functions (percentages)
8. Determine knowledge, skills and abilities (KSAs) for each function
9. Describe how the job is appraised

Interview Questions
1. Develop a structured interview consisting of both situational and behavioral questions
2. Provide a structured scoring key for each question

Presentation
Slide 1 Strategic importance of the job
Slide 2 Job title, task pie with percentage weights
Slide 3: One interview question (either situational or behavioral question)
Slide 4: Scoring key for that question
Slide 5 and 6: Overview of entire selection practice
Slide 7: Recommendation of which selection practice would most likely be the most beneficial in selecting the best individual. Why?
Slide 8: What did your team learn?

Paper- about 20 pages

1. Executive Summary: One page summary of your project.
2. Strategic importance of position- SWOT Analysis and Balanced Scorecard included
3. Job functions(with weights) and two to three job tasks for each function
4. KSAs for each function
5. Behavioral questions with scoring key
6. Situational questions with scoring key
7. An overview with details of your overall section practices and methodology

8. A confidential peer rating/feedback form from each team member. Name of each team member and their contribution to the project (use feedback form)

9. Appendix: include job/company background information, O*NET or other research information, interview notes, PowerPoint slides, etc.
Each team member is required to submit a peer rating form. This form is to contain an evaluation of each team member with the exception of yourself. The form will be kept in strict confidence. In the space provided below, please fill in the names of your team members and record your peer rating for each. Submit the form to me. If you are submitting in person, fold the form over once, to ensure privacy. Otherwise, the form should be signed and enclosed in an envelope when sent in.

The peer rating is based on a total awardable point base of 100 points for all team members other than yourself. You should distribute the 100 points among your team members, based on a consideration of the following:

• Willingness of the individual to carry out jobs assigned.
• Ability of the individual to meet deadlines.
• Cooperation with other team members.
• Quality of the individual's work.
• Individual's overall contribution to case reports and completion of the group project.

TEAM MEMBERS .................................................. POINTS AWARDED

1.

2.

3.

4.

5.

Total 100

Additional Comments:
(Use reverse side if necessary)

Signature of the team member doing evaluation