

MGMT 321 – Recruiting Proposal

You are working as an HR assistant at an organization. Your boss (me) has asked you to write a proposal for the development of a new recruiting system focused on a specific job within your organization. Assume that new recruiting ideas are needed because current methods are not generating high-quality candidates. You should assume that you are working at (and the job is embedded within) a mid-sized organization located in the DC Metro area.

Choose one of the following jobs to write about:

- Paralegal at a law firm
- Dental hygienist at a dental office
- Management analyst at a management consulting firm
- Pharmacy technician at a pharmacy/drug store
- Payroll specialist at a professional services firm
- Graphic designer at a graphic design firm

Your final proposal can be no longer than four pages (double spaced, one inch margin, 12 pt font), not including a reference page (if applicable). Please see the syllabus for the paper due date.

It is essential that you view/review all of the learning materials in the Recruiting module before beginning work on this assignment. You are expected to incorporate course concepts into your proposal.

Items to address in your proposal (INCLUDE THESE SUBHEADINGS!):

Section 1. Job Overview (one page in length)

- Describe the minimum qualifications that applicants must possess upon entry into the job. These might include skill, knowledge, ability, education, certification, licensure, or other requirements.
- Describe the essential tasks, duties and responsibilities of the position.
- Note: You are REQUIRED to consult and cite [O*NET OnLine](#) in this section.

Section 2. Recruiting Strategies (two pages in length):

- Assume that there are currently two openings for this job and you need to hire new employees as efficiently and effectively as possible.
- In this section, identify and justify the recruiting methods that should be used to ensure that we have a qualified set of applicants. Part of your grade will be based on the extent to which you recommend strategies that are reasonable given the nature of the job and organization. Hint: Keep it simple and focused: Don't go overboard - Recommend no more than two or three recruitment strategies.
- Note: You are REQUIRED to identify, incorporate, and cite at least one academic or professional source in this section to help justify one (or more) of your recruiting methods. You must use a reputable source – anything found in Mason's library database or listed in Appendix A would meet this requirement. The source(s) must be clearly cited in-text and

effectively incorporated (add substantive value). If you have any doubt about the legitimacy of your source or how you plan to incorporate your source, please reach out to me via email for guidance.

Section 3: Recruiting Metrics (one page in length):

- In this section please describe - once implemented - how you would evaluate the effectiveness of your recruiting strategy. Discuss why the metrics you've identified are the most important for determining the effectiveness of your strategy.

General tips:

Please note that this writing assignment is not a "report," it is a "proposal." As such, your writing style, tone, and content should come across as authoritative and persuasive. Your job is to convince me (your boss) that your ideas should be implemented.

Content points will be awarded based on the degree to which your proposed recommendations are rational, well justified, and demonstrate understanding, appropriate application, and thoughtful integration of course concepts. Clarity of writing points will be awarded based on my assessment of tone, style, and ease of reading. The grading rubric is posted on Blackboard. Please consult this rubric for a better understanding of the criteria against which your paper will be assessed.

Your grade will be influenced by your ability to *effectively* incorporate value-added research into your proposal. A casual "mention" of a source without elaborating on the utility of the source will result in point deductions.

You may use whichever academic citation method you wish to note your sources IN TEXT (be sure to designate WHERE you are using a source through appropriate designations within the text of your proposal. Failure to do so will result in point deductions) and in a reference page.

You must submit your paper to SafeAssign on Blackboard. You do not need to turn in a paper copy of your paper. Instructions for submitting your paper to SafeAssign are provided in Appendix B of this document.

Please note: In keeping with recently adopted School of Business-wide writing competency guidelines, assignments that display frequent problems that cause me to halt or struggle as I read your paper will be returned to you ungraded and you will receive a 0 for the assignment. Examples of these issues include poor sentence construction, poor grammar, run-on sentences, fragments, poor spelling, lack of appropriate punctuation and extreme disorganization. If needed, please consult with The Writing Center as soon as possible to obtain assistance with your writing – make an appointment early to ensure that you can get the help you need. You can also find guidance on punctuation and grammar at the following website: <http://owl.english.purdue.edu/owl/>

Note: Given the level of this course, I will NOT read drafts of papers. Instead, I have provided you with a sample paper on Blackboard to give you a sense of the type of deliverable I am expecting. Please consult this sample for additional guidance.

NOTE: This is a RECRUITING proposal. Do NOT write about selection techniques. There should be no mention of testing, interviewing, assessments, background checks, etc. Focus on attracting the interest of qualified candidates.

Appendix A. Approved List of Sources

This list of sources is not meant to be all inclusive. If you find a professional or academic source that will be useful for your paper but is not included on this list, please email me with the reference information so that I can validate that the source meets professional and/or academic standards. However, if you find the source through a Mason library database you can consider the source “approved” and you do not need to seek permission.

Academic Journals

Academy of Management Journal
Academy of Management Review
Administrative Science Quarterly
Journal of Human Relations
Human Resource Management
Human Resource Planning
Industrial and Labor Relations Review
Industrial Relations
International Journal of Human Resources
Journal of Applied Psychology
Journal of Labor Research
Employee Relations
Law Journal
Employee Rights and Responsibilities
Journal of Management
Journal of Organization Behavior
Journal of Vocational Behavior
Labor Law Journal
Labor Studies Journal
Organization Behavior and Human Decision Processes
Personnel Psychology
Public Personnel Management

Practitioner Journals/Magazines
Academy of Management Perspectives
Academy of Management Executive
Across the Board
Business Horizons
Business Week
Fortune
Harvard Business Review
HR Magazine
HR Focus
Human Resource Management Journal
Management Review
Organization Dynamics

Personnel Journal
Supervisory Management
Training
Training and Development

Internet Resources:

Society for Human Resource Management:
<http://www.shrm.org>
HR news sources, including: [HR Dive](#), [HR Morning](#), [Chief Learning Officer](#)
HR blogs, including: [HR bartender](#), [hppy](#), [The Chief Happiness Officer](#), [Namely](#), [The Employer Handbook](#), [Fistful of Talent](#)
Bureau of Labor Statistics: <http://www.bls.gov/>
Business and Legal Reports:
<http://www.blr.com>
Diversity, Inc.:
<http://www.diversityinc.com>
Employment Management Association:
<http://www.shrm.org/ema>
United States Office of Personnel Management: <http://opm.gov>
Bureau of Labor Statistics National Compensation Survey:
<http://www.bls.gov/ncs/home.htm>,
Occupational Information Network
<http://online.onetcenter.org/>.
American Society for Training and Development: www.astd.org

Appendix B. Submitting Your Proposal to SafeAssign (Blackboard)

SafeAssign

In order to develop student writing skills, and teach students more about plagiarism, the collaborative learning environment of SafeAssign will be used in this class. You MUST submit your paper to SafeAssign no later than the beginning of class on the due date. Papers that are not submitted to SafeAssign by the beginning of class on their due date will be considered late and penalties will be assessed as noted in the syllabus.

To access SafeAssign, log onto Blackboard and the class webpage. Under the “HR Proposal” folder, you will see two SafeAssign submission options. The “DRAFT” SafeAssign allows you to submit one draft of your paper to check for plagiarism. I will not review papers submitted to the “DRAFT” SafeAssign.

When your paper is finalized, submit your final paper to the “FINAL” SafeAssign. I will grade the paper that you submit to the “FINAL” SafeAssign.

To submit a paper to either the “DRAFT” or “FINAL” SafeAssign, click on the icon for the appropriate SafeAssign. Upload your paper as directed. **CLICK THE SUBMIT BUTTON** on the bottom of the page where you upload your paper.

PLEASE NOTE: Failure to follow these instructions will result in point deductions. If you have any difficulties, please take the initiative to troubleshoot yourself by using the help feature on Blackboard. Do not rely on me being available to handle last-minute questions or problems. Do not wait until immediately before the due date to submit your paper to SafeAssign.