

Answer all Questions

Time: 3 hours

Q1. Revising the Recruiting Process At Inova Health Systems

Inova Health System is a nonprofit health organization based in Falls Church, Virginia. Under the corporate umbrella of Inova are three hospitals, two care centers for longer – term patients, and seven physical therapy centers. Employing over 10,000 people, Inova spends over \$500,000 annually on its recruiting efforts. In one year, almost 30,000 applications and resumes were received and processed and over 3,000 interviews held.

But the HR staff and other managers recognized that the recruiting system was not working as smoothly as it should. There was too much overlap of efforts, and some openings were taking too long to fill. In summary, the total recruiting process needed to be reviewed and then revised to become better for applicants, managers, and the HR staff.

Several goals for the “new” recruiting processes were established. One goal was to eliminate redundancies of effort by the various units throughout Inova and to simplify the process and procedures used. Related to this facet was a goal to use computer technology and systems to make information on applicants and openings flow better through all units. Better utilization of staff, space, and facilities was another goal. All of these goals were internal. A major external one was to ensure the satisfaction of applicants and to staff jobs more efficiently and quickly. It was hoped that the revised recruiting system would increase the

satisfaction and acceptance rates of both internal and external applications.

The most significant change made in revising the recruiting process was to establish a centralized employment office. Previously, each of the individual facilities had done its own recruiting. One advantage of centralization was that it allowed Inova to install an HRIS applicant tracking software system. This system allowed HR staff members at Inova to distinguish potential applicants from others in the database. Also, the system provided better handling of records and better compilation of EEO and other government – required compliance reports. Another advantage of centralization was that it allowed for better coordination between entities in the system. With a centralized system, job posting for all locations could be reviewed and employees from all Inova operations could be considered for transfers and promotions. In addition, employment policies for all of the facilities were reviewed, and common policies developed where possible. Application blanks and other forms were redesigned for common use throughout Inova. In one of the biggest changes, screening of applications and resumes was centralized, so that an individual applicant's credentials could be considered for jobs in all of the Inova facilities, not just in one. Centralization also allowed Inova's HR staff to establish a job vacancy information system. The system now includes a 24 – hour job hotline with an 800 number and weekly listings of jobs on the firm's internal e – mail system.

The revised recruiting process has been a success, as judged in several ways. For instance, the numbers of resumes screened and interviews held have been reduced. Also, the number of internal transfers by Inova staff has increased. In summary, the redesign of Inova's recruiting process has provided better coordination, which means that HR staffs, managers, employees and external applicants all get faster and more accurate information on Inova employment opportunities.

Questions:

- a. Discuss the characteristics and goals of new recruitment process made by the Inova. (08 Marks)
- b. Discuss the advantages and disadvantages of centralized recruitment process at Inova. (10 Marks)
- c. What specific measures would be useful to evaluate the effectiveness of the changes in Inova's recruitment process? (10 Marks)
- (Total 28 Marks)**

- Q2. a. Are people always an organization's most valuable assets? Justify your answer. (05 Marks)
- b. What is human resource planning, and identify the key elements of the human resource planning model and discuss the relationship among them. (06 Marks)
- c. How do the human resource planning responsibilities of human resource specialists differ from managers? (07 Marks)
- (Total 18 Marks)**

- Q3. a. Clearly define and differentiate among job analysis, job description and job specifications. (06 Marks)
- b. Explain how an organization conducts a job analysis. (06 Marks)
- c. Discuss the advantages and disadvantages of making recruitment internally and externally. (06 Marks)
- (Total 18 Marks)**

Q4. a. Describe three major mistakes that are often made by managers during the interview process.

(05 Marks)

b. If you want to interview a candidate for an employment, what preparations would you make?

(06 Marks)

c. "Suppose you are the manager of a finance division in a large company, you are switching to a new system of billing and record keeping and need to train your employees in the new procedures". Explain the training process.

(07 Marks)

(Total 18 Marks)

Q5. a. What are the major purposes of performance appraisal?

(05 Marks)

b. Describe the different types of appraisal methods.

(06 Marks)

c. Describe the impact of compensation practices in an organization.

(07 Marks)

(Total 18 Marks)