



MANAGER INTERVIEW REPORT

UTILITY COMPANY “QRS”

Antonia Dixon

MGT318 25W-2032

Table of Contents

I. INTRODUCTION.....	3
II. INTERVIEW DISCUSSION POINTS	3
III. HR PROBLEM IDENTIFICATION	7
IV. RECOMMENDATIONS.....	7
V. CONCLUSION	8
VI. REFERENCES.....	8

I. INTRODUCTION

Organization managers have the weighty responsibility of optimizing all available material, capital, and human resources to benefit their company, while also maintaining a sufficient level of engaged and motivated personnel. This is no easy task since human resource management (HRM) involves many moving parts, as well as a sensitivity to human resource needs. The purpose of this management interview project is to gain a better understanding of the challenges faced by one utility company with respect to its current HRM policies and practices. The difficulties associated with attraction and retention of highly specialized talent will also be discussed. The three hiring managers I interviewed highlight several human resource issues plaguing a specialized organization within the company. Lastly, I formulated several recommendations to address these issues.

II. INTERVIEW DISCUSSION POINTS

How does the organization recruit new hires?

Due to the nature of the organization's work, most recruits come from within the company. Historically, recruits have 5-10 years of experience in the company before heading to this organization. The roles within the organization have very little opportunity for remote work. For this reason, the organization has struggled to recruit internally since the pandemic ended and more hybrid work options are available within other departments. Efforts to recruit external candidates via the company website have increased tremendously to combat regular turnover and keep staff levels as consistent as possible. While the organization has no shortage of external applicants, most of the individuals lack the qualifications that an internal

candidate with 5-10 years of experience typically possesses. This has made recruitment for this organization extremely difficult.

What is a typical selection process for new applicants?

All applicants (internal and external) follow the company's established job posting process. As a first cut, the company's HR department reviews all submitted applications and compares the data against the job posting details for requirement matches. One example given was the requirement of a 4-year college degree. If an applicant does not have a 4-year degree listed on their resume, they are removed from the applicant pool and the hiring manager never sees that person's application. If the preliminary job requirements are met, the application moves forward in the process and the hiring manager receives it for review. The hiring manager then arranges for a technical interview of each applicant based on the knowledge they should have according to their resume. If the applicant navigates the technical interview well enough, they are scheduled for a Behavioral Evaluation interview (BEI). During this interview, the applicant discusses specific instances in which they displayed good judgment and conflict resolution skills in a professional setting. The successful applicant is then offered a position in the organization, which is conditional upon the completion of both a physical and psychological examination.

How is technology used to measure employee performance?

To a degree, technology is used to measure employee performance. Most roles in the organization perform tasks that are electronically logged. Phone systems record conversations, and those calls are regularly audited for quality and compliance. Computer systems log user data for every performed action. The productivity of each employee is

tracked by the number of tasks performed in a day, and those tasks are then monitored for quality.

What are some of the management issues with the current human resources technology system?

The current HR technology system is personnel driven, with limited automation. It is used as a tracking mechanism to see where applicants are in the hiring process, but the technology is not currently being utilized to move applicants along the different steps within the process. The HR employee is the sole liaison in setting up interviews, sending out offer letters, etc., all of which takes up quite a bit of time in the hiring process. The hiring managers would like to see those steps automated to shorten applicant processing time. The company has multiple departments within the HR organization, and each department is targeted to perform a specific function in the hiring process. This creates silos which lead to both gaps and redundant efforts, which lengthen processing time. The hiring managers expressed that it would be much more efficient to have one HR department point of contact who would manage the applicants' journey from application submittal to onboarding.

How does the organization account for employee satisfaction?

Work functions within this specific organization are fast-paced and extremely stressful. It is understood that people who come to work with a good mindset generally perform their job better, so the organization attempts to reduce inside and outside stressors as much as possible. The company offers an employee assistance program to help manage work/ life balance, and this organization utilizes an "open door" policy whereby employees who may

be struggling with some aspect of work or personal matters may speak freely to managers. A big part of the managers' role is to be observant and emotionally intelligent enough to spot when employees may need special assistance. They continually look for opportunities to make the work environment as comfortable as possible.

What are some of the human resource problems that you see?

The organization's landscape is changing with more external hires. This presents a challenge because the long-followed training program is geared toward people who are already familiar with the company's culture, makeup, acronyms, etc. Now there is a need to completely overhaul the training program. The silos within the HR department lead to unorganized handoffs and delays in the applicant process. It is difficult to find external candidates with transferrable skills that are useful to the organization, who are willing to work in the office. Even for candidates with transferrable skills and an aptitude for the work, the training process is very painful. Much of their training takes place on the job by more experienced employees, similar to an apprenticeship. Individuals with no prior knowledge or exposure to this type of work require a more robust "from the ground up" training program that did not previously exist. Experienced employees are called upon to train new hires, and they run the risk of burnout by taking on this training role in addition to focusing on their own work performance. While the hiring managers would like to financially compensate this "double duty," company constraints on compensation packages present a huge challenge.

III. HR PROBLEM IDENTIFICATION

The most pressing HR problem faced by this organization is identifying the best way to attract qualified talent. Limited automation and silos render the HR organization inefficient with respect to moving an applicant from application submittal to onboarding. The organization's training program is outdated and does not reflect the needs of the current talent pool. The organization is also challenged with how to avoid the burnout of its experienced employees due to additional training duties, while offering limited financial compensation packages.

IV. RECOMMENDATIONS

Attracting qualified talent will always be difficult with the organization's on-site work requirement. One recommendation would be to raise the salary and improve benefits. The organization could extend talent searches by means of social media such as LinkedIn, Glassdoor, as well as headhunter companies and recruitment at college career fairs. It may also benefit the organization to post internationally and offer work visas to foreign talent in similar roles.

To eliminate the adverse effects of silos within the HR organization, an applicant tracking system should be used to track where each applicant is in the recruitment process. This automation would lead to greater overall efficiency and reduced wait times within the process. This system would standardize HR data as well as provide a single data record for all HR personnel to utilize.

The organization's training program needs a complete overhaul to effectively meet the needs of its diverse talent. The organization should benchmark its training program for similar roles against its industry peers, modifying as necessary to best fit its specific needs. It

could also hire training professionals from other industries who could establish a more relevant training structure.

To help experienced employees avoid burnout due to additional duties, the organization could establish a training rotation schedule between various employees. In so doing, no single employee is overly burdened with training responsibilities. It would also benefit the trainee to learn different work styles to develop a better overall understanding of the role and associated job functions. To provide proper compensation, the organization should consider increasing the overall salary and improving benefits like adding vacation days and compensation time-earning opportunities.

V. CONCLUSION

I found this assignment to be insightful and necessary. I appreciate the transparency of the interviewees, and their willingness to go into detail regarding the human resource challenges they face. I was already aware of some of the issues faced by the organization, but some issues were surprising. I did not realize that a changing talent pool requires an updated training program, but that makes perfect sense. Also, it did not occur to me that the organization has limits on its financial compensation package offerings. It feels good to know that our hard work is recognized and appreciated, and the managers would reward us accordingly but for the company's constraints. I would like to follow up with the hiring managers on their recruitment efforts, and officially offer my listed recommendations.

VI. REFERENCES

Cascio, W. 2022. *Managing Human Resources*. McGraw Hill. Accessed from McGraw Hill CONNECT learning system.