

BUS 274 E Strategic Staffing*3 Credits, 3 hours per week*

This course begins with an examination of the different methods and information sources used to forecast an organization's need for human resources. Then, the course addresses various recruitment techniques, with emphases on the identification of effective sources and media for particular types of jobs, and on the design of effective recruitment messages. The third and largest portion of the course examines the range of tools and techniques used to select the best candidate from a pool of recruits, including Application Blanks, Interviewing, Selection Tests, and Background (Reference) checks.

Prerequisite: BUS 271 or permission of the Program Chair

Instructor

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Office Hours

Monday 9:00 am – 10:20 am
5:00 pm – 6:20 pm
Wednesday 9:00 am – 10:20 am
5:00 pm – 6:20 pm

Hours of Instruction

Tuesday 6:30 pm – 9:20 pm

Required Resources

Strategic Staffing, 3rd Ed., Phillips, J.M. and Gully, S.M., 2015, Pearson Education.
ISBN 10: 0-13-357176-9.

Course Learning Objectives**Students will be able to:**

1. Describe the strategic importance of the Staffing function, how different strategies impact the organization internally and long-term, and its effect on competitive standing in the market and will then apply the different Staffing strategies to support the variety of desired outcomes;
2. Demonstrate by applying Staffing strategies that comply with current laws in Canada and why complying can be strategic;
3. Identify the workforce planning process and be able to recommend what method of Staffing would be most effective for the desired outcome;
4. Recognize current, best-in-class Staffing methods from Canada's Top 25 companies, why they use them, and how to implement a new, strategic method in an organization;
5. Research, identify, and use the newest methods of recruiting using technology, namely, Facebook, Pinterest, Instagram, Job Search websites, and LinkedIn and how to employ them strategically.

Evaluation

Semester-Long Active Learning Project 40%
 In-class work and participation..... 30%
 Final Exam 30%

Semester-Long Active Learning Project

Each week, we will be covering Chapter material and working on the application assignment – *Strategic Staffing at Chern's: A Case Study* (see Appendix in Textbook). Assignment criteria and/or a template will be provided to you each week. Grading by Chapter follows:

This on-going project allows the student to apply weekly learning to the various aspects of the Staffing function such as recruitment techniques, and interviewing. You will have the opportunity to practice how to do Background checks, create strategic job ads, ask effective interviewing questions in order to find the right fit for the right job.

A grade of C- is required for progression or transfer.

Grading System

| Descriptor | Alpha Grade | 4.0 Scale | Percent |
|---------------------|--------------------|-----------|-----------|
| Excellent | A+ | 4.0 | > 93.9 |
| | A | 4.0 | 87 – 93.9 |
| | A- | 3.7 | 80 – 86.9 |
| Good | B+ | 3.3 | 77 – 79.9 |
| | B | 3.0 | 74 – 76.9 |
| | B- | 2.7 | 70 – 73.9 |
| Satisfactory | C+ | 2.3 | 67 – 69.9 |
| | C | 2.0 | 64 – 66.9 |
| | Progression | C- | 60 – 63.9 |
| Poor | D+ | 1.3 | 57 – 59.9 |
| Minimum Pass | D | 1.0 | 50 – 56.9 |
| Failure | F | 0.0 | < 50 |

Proposed Schedule of Topics

| Week | Topic |
|------|---|
| 1 | Introduction to Course Content, expectations, and evaluation process. Introduction to Semester-Long Active Learning Project – Strategic Staffing at Chern. |
| 2 | Business & Staffing Strategies |
| 3 | The Legal Context |
| 4 | Strategic Job Analysis & Competency Modeling |
| 5 | Forecasting & Planning |
| 6 | Sourcing – Identifying Recruits |
| 7 | Recruiting |
| 8 | Measurement |

| | |
|----|---|
| 9 | Assessing External Candidates |
| 10 | Assessing Internal Candidates |
| 11 | Choosing & Hiring Candidates |
| 12 | Managing Workforce Flow |
| 13 | Staffing System Evaluation & Technology |
| 14 | Final Exam - Cumulative |

Required Skills & Abilities

Enrolment in the Business Administration program and courses, requires the following skills and abilities:

Behavioural

- Ability to work independently or as a member of a group or team
- Engage with self and others to create a safe environment.
- Respond appropriately in situations that are stressful or that involve conflict
- Ability to listen and follow instructions
- Ability to manage time and meet deadlines

Cognitive

- Remember and recall information over a brief period of time.
- Remember and recall information over an extended period of time.

Environmental Ability

- _to function in the presence of each of the following commonly encountered and unavoidable environmental factors:
 - distractions
 - noise
 - unpredictable behaviour of others

Psychomotor

- perform repetitive movements and tasks
- perform complex sequences of hand-eye coordination

Technical

- Ability to use a desktop/laptop computer
- Ability to navigate the college's online Learning Management System(Moodle) and other publisher-specific LMS.

Performance Requirements

Student Responsibilities

It is your responsibility as a student to contact the Office of the Registrar to complete the forms for Withdrawal or Change of Registration, and any other forms. Please refer to the list of important dates as noted in the Academic Schedule in the Keyano College credit calendar.

More specific details are found in the Student Rights and Student Code of Conduct section of the Keyano College credit calendar. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and Student Code of Conduct Policies.

Student Attendance

Class attendance is useful for two reasons. First, class attendance maximizes a student's learning experience. Second, attending class is a good way to keep informed of matters relating to the administration of the course (e.g., the timing of assignments and exams). Ultimately, you are responsible for your own learning and performance in this course.

It is the responsibility of each student to be prepared for all classes. Students who miss classes are responsible for the material covered in those classes and for ensuring that they are prepared for the next class, including the completion of any assignments and / or notes that may be due.

Academic Misconduct

Students are considered to be responsible adults and should adhere to principles of intellectual integrity. Intellectual dishonesty may take many forms, such as:

- Plagiarism or the submission of another person's work as one's own
- The use of unauthorized aids in assignments or examinations (cheating)
- Collusion or the unauthorized collaboration with others in preparing work
- The deliberate misrepresentation of qualifications
- The willful distortion of results or data
- Substitution in an examination by another person
- Handing in the same unchanged work as submitted for another assignment
- Breach of confidentiality.

The consequences for academic misconduct range from a verbal reprimand to expulsion from the College. More specific descriptions and details are found in the Student Rights and Student Code of Conduct section of the Keyano College credit calendar. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and Student Code of Conduct Policies.

In order to ensure your understanding of the concept of plagiarism, you must successfully complete the online tutorial found on ilearn.keyano.ca. Then print the certificate, sign it, and show it to each of your instructors. Your course work will not be graded until you show this signed certificate.

Specialized Supports

The Student Academic Support Services (SASS) department: Accessibility Services, Skill Centre, Wellness Services and Student Life Department work together to support student success at Keyano College.

Accessibility Services (CC167) supports student success through group and individualized instruction of learning, study and test taking strategies, and adaptive technologies. Students with documented disabilities, or who suspect a disability, can meet with the Learning Strategists to discuss accommodation of the learning barriers that they may be experiencing. Students who have accessed accommodations in the past are encouraged to visit our office at their earliest opportunity to discuss the availability of accommodations in their current courses. Individual appointments can be made by calling 780-791-8934.

Skill Centre (CC119) provides a learning space where students can gather to share ideas, collaborate on projects and get new perspectives on learning from our tutorial staff. Students visiting the centre have access to one-to-one or group tutoring, facilitated study groups, and assistance in academic writing. The Skill Centre's Peer Tutor program provides paid employment opportunities for students who have demonstrated academic success and want to share what they have learned. Tutoring is available free to any students registered at Keyano College on a drop in basis, from 8:30 am to 5:00 pm Monday through Friday. Additional evening hours are subject to tutor availability and are posted in the Skill Centre.

Wellness Services (CC260) offers a caring, inclusive, and respectful environment where students can access free group and individual support to meet academic and life challenges. Mental Health Coordinators offer a safe and confidential environment to seek help with personal concerns. The Mindfulness Room in CC260 is available as a quiet space for students to relax during regular office hours. Wellness Service welcomes students to participate in any of the group sessions offered throughout the academic year addressing such topics as Mindfulness and Test Anxiety. Individual appointments can be made by calling 780-791-8934.

Student Life Department (CC210) is a place for students to go when they don't know who else can answer their questions. The staff will help students navigate barriers to success and if they don't know the answer, they will find it out. Student success is directly affected by how connected a student feels to their college. The student life department is there to help students get connected.

Please watch your Keyano email for workshop announcements from our Student Academic Support Services team.