Case Study #1

[Name of the Writer]

[Name of the Institution]

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**Questions for Undergraduate Students**

1. **Describe the approach Mullins and Guthry should recommend to Bridges.**

**Answer**

It is highly important and crucial the one must have access to all available information before they proceed to make any recommendation or give any idea. So, the very initial step that Mullins and Guthry have to take is to deeply review and analyze the information and results generated by the survey. Beyond that, other steps might include;

* Take relevant advises and help from the mathematics department to interpret and understand the survey data and find out possible crucial and critical issues.
* Seeking assistance from the venders for the purpose to discuss the available information and results.
* They also have to take help from the marketing and communication department to come up with a strong, good and effective communication strategy.

The Human Resource department needs to conduct an in-depth need analysis and establish a strong strategy for the identification of key priorities. They also have to identify an outline from the available survey data of past years and focus to address why those problems/issues stood up and what they can do about them.

1. **Beyond a cultural assessment, what are some other strategies HR departments can implement to determine employee engagement?**

**Answer**

Involvement of employees, goal setting, employee development opportunities, efficient and sufficient resources, and recognizing that what is going on in the company are some of the crucial and commonly used drivers of employee engagement. In the case we have at hand, the Human Resource department has not identified a performance metrics for the purpose to determine employee engagement levels beside the past years’ survey data and information. So, the Human Resource department is required to work on all terms instead of only focusing on the cultural assessment. The HR department can also use and implement some of the following effective strategies for employee engagement.

* They can conduct an employee opinion survey internally in different departments to identify or recognize potential issues/problem in different departments.
* Analyze, review, and examine employees’ turnover rate in the organization that help to find out possible issues.
* Design and conduct interviews. Conducting interviews provide huge insights in identifying significant problems or issues in the organization.
* The HR department can and should install internal complaints and improvements procedure.
* HR department evaluates employee productivity based on their absence rates.
1. **What impact will not being named to the “Top 100 Organizations in the State of New York” list have on employee morale? What approaches can human resources take to minimize the impact?**

**Answer**

It is the fact that Hudson College was not in the list of “Top 100 organizations in the State of New York”. So this would have enough impact on the employee turnover, their productivity, and services for the students as well as employee morale. The results of the survey affect the employees’ perspectives, the existing/current and prospective students and the external world too.

The survey data is highly valuable and needs to be interpreted and understood critically and thoroughly.

In addition, the Human Resource department can adopt and implement the below approaches to minimize the possible impact.

* Converse the analysis of the survey data with executives and heads of other departments.
* Design and establish an effective communication strategy to be adopted.
* Implement an open-door policy where employees are encouraged to meet their supervisors or other people from management for issue/problem redressal.
* Work on the identified issues or problems and solve them accordingly.

**Questions for Graduate Students**

1. **Communicating the news of not being named to this year’s “Top 100 Organizations in the State of New York” list will be a sensitive matter. Outline a communication strategy that is transparent while minimizing the impact the news will have on employee morale.**

**Answer**

The Human Resource department can get the help of the communication and marketing department and can establish a communication strategy that suits the organizational structure in the best way. The possible methods include.

1. **Plan Communication from Inside Out**

It always the best approach and way to inform all of the employees of HR department firstly and then proceed to inform other departments. In this way, they can give fine and better ideas and feedbacks as well as they can assist in effective implementation of numerous decisions.

1. **Informing Higher and Executive Level Authorities**

Every taken decision must be approved and finalized by the executive and high-level management and leadership as well as stakeholders. So they can also suggest that which one is the best approach and how to go with the taken decision and events.

1. **Informing all Departments**

Every department of the organization works differently and it is crucially important to inform the heads of the departments before going public. Thus they would handle their departments accordingly.

1. **Go Public**

Once, the step of informing all of the departments is done, then the next step would be to go public. Here, the information has to be the perfect combination of facts, figures, and feelings. It needs to inspire the public and people to give responses, ask questions and be able to acquire/get their interest and involvement in the vision of the organization.

1. **Private and Confidential Recommendation System**

Once the news went public, a highly confidential and formal system should be utilized for producing, analyzing, and implementing the ideas of employee(s).

1. **What would you determine to be the key initiatives that human resources and risk management should focus on based on the survey results and institutional data? Explain your rationale.**

**Answer**

After the deep analysis of the survey results, the key initiatives that the HR and risk management department should focus on, are;

* The effective use of skills and capabilities of employees.
* Evaluation of employees regarding their contribution to the organization
* Role of departments in managing issues that affects employee work
* Communication inside the organization
* Supervisors’ support regarding employees’ career development

The above listed are the most important and key initiatives that HR and risk management should focus on because these practices are facing huge decline since 2011 while they are the key things for the success of the organization.