

All organization needs to implement a performance appraisal system that provides feedback more frequently. Although this would be costly and possibly difficult to implement, I feel the benefits would be greater than the cost. For instance, our employee sees where he was fell short for the day and focuses on being better on those aspects for the coming week. More frequent feedback would make an employee more motivated and productive. This system should not be limited to the new employees or employees who do poorly in their previous evaluations. A performance appraisal on average or above-average employees will boost their morale and let them know their work is appreciated. This system could be a part of the Human Resource Information System. Although it can be more effective if done in person via Human Resources or the HR department or their equivalent. An in-person system will add to the human component of getting feedback rather than just seeing a sign or notification of a failed goal.

I realized in a more practical sense that the job description is more of a wish list than a list of required skills. In the real-world setting, this could deter away candidates. The candidate we chose did excellent as per our performance appraisal but did not fulfil all of the criteria we thought were initially necessary. Through my coop experience, I have applied to jobs based on the requirements provided in the job descriptions. After being on the other side, I realized sometimes a skill or skill set might be stated as "required" but will not be the case on the actual job or may need to be specific. For instance, we wanted a candidate to that had expertise using multiple social media platform. To be successful on the job, this was unnecessary and could have better stated as expertise using Twitter. In the real-world setting, this could be a factor an organization should consider to prevent inequality, such as a discrepancy between the number of male to female applicants, especially in STEM fields. If we were a real organization, this could open us up to a discriminatory lawsuit as we asked for more than is required to do the job.

When we were performing the employee training and development, I noticed the differences between the employee's demeanour and mine during the first weeks of my coop placements. Our employee was involved, gave suggestions and partook in hands-on activities because there was no pedestal or teacher-student relationship. We integrated his suggestions during his training as part of his job, which resulted in his high-performance appraisal. Organizations should try and take a multilayered experimental approach to train new employees. They should find the fit in providing information and innovate by letting new employees suggest their views. This can be implemented through the real-time integration of suggestions or by dedicating a separate day to dive into suggestions. This would prove more fruitful than the traditional end-of-training feedback where trainees write down feedback and the trainer tries to interpret the suggestions without the trainees at a later date. New employees would feel their opinion matters, and the company is being innovative by getting a different perspective. An established system does not necessarily mean it is the best system and a different approach can prove to be more productive and effective.

One of my overall insights is Human Resources should not be a separate department if its only function is recruiting and selection. I feel the recruitment and selection activity of an organization should be the responsibility of the individual departments in need of recruits. Currently, one of the most crucial things to recruiting and selection is the constant communication between Managers and Human Resources. This is because one of the most knowledgeable sources of a role is the manager or supervisor of that role. The human resource department is expected to know and understand the expectations of the roles in each department. For instance, when we were writing the job description for the singular role, we understood what tools would be used and what to expect from a potential employee. Imagine if there were 20-30 roles whose job descriptions needed to be created or updated. This would prove to be

difficult as each role has its requirements, and there has to be a minimum understanding of the role by a recruiter to hire the right person. In these modern times, there seem to be new fields each year and old fields with new requirements. It would be more cost-effective to train managers as HR personnel to perform Hiring and Recruitment than having a middle agent perform the function.

Personally, I did not realize how involved or how much information the Human Resource department has about the organization. I have recruiters on my LinkedIn from events I have attended. I have been reluctant to reach out because I thought they do not have the information I seek about specific roles within their organization. Prior to this class, I thought recruiters select applicants by matching keywords to resumes. Now I realize they also look at fit with the culture of their organization and the potential of a candidate. They are also in communication with supervisors or managers of roles I am interested in and they could help me better understand what the expectation of a role is in their organization.