* Recruitment, Management, and Evaluation

This assignment will be the summation and finalization of the course project. As such, it will build on the previous assignments you completed for this project. You will revise your previous work as needed and incorporate it into the current assignment.

In this assignment, you will describe strategies to recruit the best candidate for the position and to maximize the chances that this employee will add value for your organization and its clients.

* 1. Begin by revising the following elements from your previous assignments as needed, in light of feedback you have gotten:
		+ Description of the organization, the main elements of its mission, the key services it offers, its clients and the main models of service delivery it employs.
		+ Description of a new service the organization could offer that would be aligned with the organization's mission and would serve its clientele. Explain the theory bases that support this new service.
		+ Description of the tasks that would be required for organization to provide the new service, and the competencies and skills required to fulfill the tasks.
		+ Complete job description including the job structure, definition, classification, and compensation, in addition to classification for payroll. Discuss best practices and theories applied to determine these factors.
			- Follow the design used by your selected agency for the presentation of the completed job description.
			- All other aspects of the document (discussion of classification and compensation, as well as classification of the payroll, best practices, and theories) should follow current APA writing style and formatting.
		+ Description and justification of the delivery model most appropriate for the position and the organization.
	2. Apply public sector human resources management theory to determine, describe, and justify the delivery model (staff, privatize, partner) that would be most appropriate for the organization for which you are designing the new job.
		+ Be sure to explain why the model you have selected is the best way to deliver the knowledge, skills, and abilities of the job you have designed within the organization you have selected.
	3. Describe the strategies you would use to:
		+ Recruit the best candidate for the position.
		+ Determine compensation for the position.
		+ Manage the employee's performance.
			- This should include plans for evaluating performance.
			- It should address issues associated with equity and expectancy theories as well as the specific performance metrics to be used.
	4. Create cogent criteria to evaluate the appropriateness of new service, skill competencies, and delivery models for a given job. Base your application on requirements and public sector human resources management theory.

Describe each of the above in detail and justify them by citing best practices and theories from your course readings or other legitimate sources.

**Assignment Requirements**

* 1. Written communication is free of errors that detract from the overall message.
	2. Resources and citations are formatted according to current APA style.
	3. Length of paper: 10–15 typed, double-spaced pages.
	4. Font and font size: Arial, 12 point.
	5. Include the final Job Description as the Appendix.
	6. Submit your draft assignment to Turnitin and use the results of your Originality Report to assist you in editing your work.
	7. Submit your final draft to this assignment.

**CURRENT VERSION OF THE PAPER – PLEASE BUILD UPON THIS AND PAY CAREFUL ATTENTION TO THE COMMENTS OF THE TEACHER AND AREAS THAT NEED TO BE WORKED ON FOR A BETTER SCORE**

FEMA (Federal Emergency Management Agency) is an organization under the authority of Homeland Security in the United States. The agency is mandated with the responsibility to support the first responders and citizens to ensure that the nation work’s together towards building and maintaining a robust disaster management plan. This entails different forms of disaster including natural catastrophes such as hurricanes and human-made disasters such as cyber-attacks and terrorism (FEMA, 2017). The fundamentals of the agency’s mission are to support first-time responders and citizens to ensure collaboration as a nation in building, sustaining, and enhancing the capability to prepare for, respond to, protect against, mitigate and recover from the various disasters or hazards.

Critical services offered by the agency to the public comprise of planning by engaging the community in the establishment of strategic approaches, informing and warning the public through the provision of reliable information on the use of explicit and accessible techniques, and coordination of operational structures through the involvement of key stakeholders (FEMA, 2017). The additional form of services includes conducting forensic analysis on acts of terrorism, conducting intelligence and sharing of information, interception of disasters as a preventive measure, detection of hazards through prompt surveillance, and implementation of countermeasures and policies to protect the public (FEMA, 2017). The agency is obligated to conduct risk management of the program, identification of threats and hazards in a particular area, providing transportation for response priority, environmental health and safety, and fire management and suppression through the use of effective approaches (FEMA, 2017). The services offered by the agency are to help both the first responders such as firefighters and the general public that might be predisposed to the hazards. According to the U.S Census Bureau, the population is estimated at 325 million citizens. Therefore, FEMA bears the obligation of ensuring safety for the general public by facilitating the outlined services and mitigation approaches.

**Systems Approach of Service Delivery**

The systems theory is linked to relationships, in the existing connection between individual pieces instead of the pieces working solely. The systems theory defines the operations of the agency as different components work in tandem to enhance efficiency (Radichel, 2012). The intelligence department collects viable information for use in mitigating the hazards or disasters. The systems theory is made of different tenants including the fact that the whole system defines other parts. Significantly, each of the components in the system supports proper functioning of the entire system (Radichel, 2012). For example, without appropriate planning, the organization cannot execute effective collaboration of its operations thereby impacting the execution of core capabilities. The results of which affects the whole system (Radichel, 2012).

The system survives only if it executes the required services whereby the different roles should serve the target consumer in a timely manner. Additionally, various members of the system are considered as stakeholders. The system must address the needs of the different stakeholders (Radichel, 2012). This implies that the agency cannot function accordingly if it does not offer the required services to the public and first-time responders. With this, the agency’s ability to mitigate risks would be incapacitated. Considerably, the system theory states that outcome defines the value of the process (Radichel, 2012). In this regard, the operations of the agency can be subject to change if they do not attain the desired outcome.

**New Service for FEMA**

FEMA could begin providing training to the general public on how to protect themselves, respond to and prepare for the different forms of hazards. Through this, the public will be well-informed on how to handle themselves in the event of a crisis. The first responders are adequately trained on how to handle disasters and hazards. Similarly, the general public should be subject to training, which will not only diminish their reliance on the warning systems but also enhance community resilience by enabling them to recognize, understand and communicate the necessary actions for quick recovery. This empowers individuals in the community as it intensifies their capacity to make informed risk management decisions to withstand and recover from unanticipated hazards or catastrophes. The customer service theory can be used to support the new service to be provided by the agency. The approach relies on the premise that it is essential not only to identify but also satisfy the need of the customers by exceeding their expectations (Khalil & Adelabu, 2012). An organization must be committed to providing high-quality services to its consumers to retain their loyalty (Osborne, Radnor & Nasi, 2013). This implies that the different sections of the organization must be tuned to providing high-quality services to its target consumers.

The effectiveness of this theoretical model lies on the premise of building active communication channels with the consumers, which is facilitated by paying attention to their changing needs (Osborne, Radnor & Nasi, 2013). The ability to respond to hazards adequately and on a timely basis is enhanced by adopting a robust intelligence system that relays the required information thus facilitating prompt response. This is a service owed to the general public by the agency. However, if the intelligence systems fail to detect the warning signs in time, the public will be facing unprecedented catastrophe whose impact will be heightened by the lack of adequate skills for its management. The 9/11 terrorist attack exemplifies failed intelligence system in the U.S. attack that resulted in mass casualties. Training the public on the desirable course of action in the event of a crisis is the best course of action that the organization can embark on. The ability of the general public to make informed risk management decisions is improved.

**Tasks Required by FEMA**

The necessary process flows required for the delivery of this new service is operational coordination, information sharing and stabilizing of the infrastructure systems. Operational coordination involves the establishment of a resilient process and functional structure that appropriately incorporates the key stakeholders and supports the execution of the identified service (FEMA, 2012). Improved coordination within the organization which results in more individuals that can be trained in managing different forms of hazards or disasters in the wake of an occurrence. Information sharing is essential for protection against unforeseen emergencies. Thus, the organization will be required to relay timely and accurate information concerning the type of threat, for instance, cyber-attacks, to the people of the United States.

Sharing the intelligence to the public prepares them for what to expect if a crisis occurs. With adequate training, the community will be ready to withstand the threats poses the hazard by making informed risk management decisions. Stabilizing of infrastructure systems is crucial to enable standard functions such as support for health services that are important to the community. The process flows will affect worker requirements as they are associated with improved productivity. Therefore, employees at the agency will be required to increase their productivity to make sure that the process flows are in line with the delivery of the services to the general public.

**Competencies Required**

Individuals working for FEMA must generally demonstrate they possess a specific set of skills. There are several titles individuals required to provide the new services can hold within the organization. The titles come with different jobs, thus need varying skills and competences. Besides professional abilities, interpersonal capabilities are essential in this organization. The view is facilitated by the fact that FEMA employees interact with members of the public on numerous occasions. Personality traits are needed to interact with clients in an effective manner. Here, individuals tasked with training people on how to protect themselves from various dangers will have to be patient. People’s intellectual capabilities differ significantly. Some individuals are quick learners while others need time to reflect on what they have been taught to synthesize knowledge. Trainers must take this point of view into consideration, thus able to pay sufficient attention to everyone. At the same time, patience would allow the employees to allow the public ask questions in areas they did not understand. This aspect would enable them to clarify crucial information to their audiences, thus imparting vital skills and knowledge to Americans.

Providing disaster preparedness training requires employees to possess a range of competencies and skills including, service orientation –looking for ways to help people, coordination, complex problem solving (ability to develop and implement proactive solutions), critical thinking and active listening (FEMA, 2012). Additional skills include possession of effective decision-making skills, (ascertaining how systems work and how changes can affect outcomes), negotiation, persuasion, management of personnel resources and operational analysis (FEMA, 2012). The knowledge that the staff should be knowledgeable about includes public safety and security (understanding of essential policies, strategies, and procedures to promote effective security operations), administration management (essential management principles in strategic planning), and personal service provision (knowledge on processes of providing public services).

FEMA is mandated with the responsibility to support citizens and first-time responders in the management of hazards and disasters as they occur. Thus, most of the staff members at the organization are in possession of the desired competencies required in the provision of the new service. This demonstrates that the staff might only require improving further on their abilities, which can be intensified with additional training. Also, if a new team was acquired, it would be costly and time consuming thus heightening the need for improving the competencies of the staff members. Therefore, the current staff members will be trained on the required skills to facilitate their ability to train the public on how to respond to, protect themselves and prepare for the different forms of hazards.

Responding to disastrous events is never an easy task as many people tend to think. The situation is worse when the affected persons are encountering such experiences for the first time. On such occasions, people need quick answers to the challenges they are facing, thus likely to be hostile to those telling them to cool down to wait for directions. Sometimes the victims might be hostile to FEMA employees if they feel they are in danger. This signifies why, effective problem-solving skill so important and having the ability to recognize the sensitivity of the different situations they encounter (Penuel, Statler & Hagen, 2013). This understanding enables them to determine the seriousness of a situation, and allows for the application of appropriate efforts. These competencies are necessary while finding solutions to catastrophic events. With many people depending on their guidance, it would be imperative for them to be quick thinkers. The latter puts them in a great position to use available evidence to make appropriate decisions. For example, they can use demographic data to determine the which skill set is to be utilized in a particular environment as a teaching strategy for the public.

Technological innovations have allowed people to pass information to others more effectively. FEMA uses technology to carry effective and efficient responses to emergencies. At the same time, the organization is uses social media to impart crucial information to the public. Thus, those employees hired in recent years who want to provide the new services to the agency must be technology savvy (Penuel, Statler & Hagen, 2013). They must have basic computer skills, including knowledge on how to use Microsoft Office programs and the ability to process and interpret data. They must also be fully integrated with the inner workings of all platforms of social media skills. These skills would facilitate them to have the ability to teach variety ways of handling emergency situations and to disseminate vital information using social media platforms, such as Facebook, Twitter, and Whatsapp. Since social media connects millions of people on various platforms, it is essential to be knowledgeable in this area.

When encountering individuals who have lost their family members, friends, or property to a catastrophic is never an easy task. The victims are emotionally and physically derailed due to their desperate states. Passing crucial information to such persons can be extremely stressing. FEMA employees have been unable to perform their duties effectively in numerous occasions due to empathizing with the victims of a disastrous event. During emergencies, dissemination of information plays a vital role in the management of the situation(Green, 1999). However, people can receive the right data when those tasked with providing the statistics they need are emotional. It is imperative for the persons required to perform FEMA’s new services to have a high energetic attitude. This would enable them to be strong emotionally regardless of the plight of those they are handling. Such strength allows them to carry out their activities in a professional manner, thereby interacting with the victims in the appropriate way.

When catastrophic events occur, people need to instructions or guidance on how to proceed in light of the events. Solely providing information alone would not be sufficient to mitigate the effects of the occurrences. Data must be passed to persons in the right manner to serve its purpose. FEMA employees must possess effective and efficient communication skills. They should know the words and phrases to use while providing crucial data to victims and the American public. At the same time, the employees must learn how to use the appropriate while conveying messages to different groups. The tone determines how recipients receive and interpret information. Employing the wrong tone might lead to inappropriate responses, thus escalating the crises. Additionally, FEMA workers must be good listeners (Green, 1999). Good listening would allow them to acquire to the correct information from sources. Additionally, it enables them to understand the views and concerns of all stakeholders, particularly victims. The comprehension allows them the ability and the capacity to formulate and implement effective and efficient initiatives to handle a crisis.

References

FEMA. (2017). Core Capabilities. Accessed November 3, 2017 from https://www.fema.gov/core-capabilities

FEMA. (2012). FEMA Qualification System Guide for Incident Management and Incident Support Positions.

Green, W. G. (1999). *A study of core functions in emergency management as reflected in training requirements for professional certification*. USA?: Dissertation.com.

Khalil, S., & Adelabu, S. (2012). Model for Efficient Service Delivery in Public Service. *Journal of Public Administration and Governance*, *2*(3), 85. http://dx.doi.org/10.5296/jpag.v2i3.2157

Osborne, S. P., Radnor, Z., & Nasi, G. (2013). A new theory for public service management? Toward a (public) service-dominant approach. The American Review of Public Administration, 43(2), 135-158.

Penuel, K. B., Statler, M., & Hagen, R. (2013). *Encyclopedia of crisis management*. Thousand Oaks, Calif: SAGE Publications, Inc.

Radichel, T. (2012). A Systems Approach to Service Delivery. *Communication Connections, newsletter of the Wisconsin Speech-Language-Hearing Assn.*

feedback

You did well providing an overview of the organization, as well as in discussing the proposed new services. The materials on the theoretical support for the services were clear, and your narrative of relevant job KSAOs for the new position were presented in a clear and detailed fashion.

There is feedback in the scoring guide rubric below. Comments for specific elements are included in the right-hand column of the table. Please insure that you review them, raising any questions you might have.

Please remember that learners may revise and resubmit each assignment a single time, using the feedback provided to improve their scores. The guidelines for doing this are posted in the Updates & Handouts areas of the course room.

**Criterion**

**Non-performance**

**Basic**

**Proficient**

**Distinguished**

**Criterion**

**Revise writing as needed in response to feedback.**

**(16%)**

**Competency**

**Think critically and communicate effectively in managing public sector human resources.**

**not selected Non-Performance Does not make any needed revisions to writing.**

**not selected Basic Makes some needed revisions to writing in response to feedback.**

**not selected Proficient Revises writing as needed in response to feedback.**

**selected Distinguished Revises writing as needed in response to feedback, and goes beyond to make further improvements.**

**Comments:**

**Criterion**

**Analyze the identified theory that supports the main models of service delivery, the new service, and the process flow for the new service.**

**(16%)**

**Competency**

**Examine similarities and differences in managing public sector employees, based on contemporary theories.**

**not selected Non-Performance Does not describe the identified theory that supports the main models of service delivery, the new service, and the process flow for the new service.**

**not selected Basic Describes, but does not analyze the identified theory that supports the main models of service delivery, the new service, and the process flow for the new service.**

**not selected Proficient Analyzes the identified theory that supports the main models of service delivery, the new service, and the process flow for the new service.**

**selected Distinguished Analyzes and summarizes the identified theory that supports the main models of service delivery, the new service, and the process flow for the new service.**

**Comments:**

**Clear and focused**

**Criterion**

**Apply best practices and theories used in job structuring and job definition.**

**(17%)**

**Competency**

**Assess position classifications and their impact on operations against existing theory bases.**

**not selected Non-Performance Does not determine job structure and definition.**

**not selected Basic Determines job structure and definition, but does not apply best practices or theories.**

**selected Proficient Applies best practices and theories used in job structuring and job definition.**

**not selected Distinguished Evaluates the applicability of best practices and theories for job structuring and job definition, and applies them.**

**Comments:**

**This was inconsistent - in some areas, the materials were well cited, but not in all. Remember the citations illustrate the ties to best practices.**

**Criterion**

**Prepare a job description complete with classification for payroll, based on public sector human resource management theories.**

**(17%)**

**Competency**

**Assess position classifications and their impact on operations against existing theory bases.**

**not selected Non-Performance Does not prepare a job description complete with classification for payroll.**

**selected Basic Prepares a job description complete with classification for payroll, but does not apply public sector human resource management theories in doing so.**

**not selected Proficient Prepares a job description complete with classification for payroll, based on public sector human resource management theories.**

**not selected Distinguished Evaluates the applicability of public sector human resource management theories for determining a job description complete with classification, and applies them.**

**Comments:**

**You discuss this. The assignment called for the development of a job description (either included in the paper or as an attachment).**

**Criterion**

**Analyze appropriate compensation based on job classification, best practices, and public sector human resource management theories.**

**(17%)**

**Competency**

**Assess position classifications and their impact on operations against existing theory bases.**

**not selected Non-Performance Does not determine a reasonable job classification and compensation.**

**selected Basic Determines a reasonable job classification and compensation, but does not apply best practices and theories in doing so.**

**not selected Proficient Analyzes appropriate compensation based on job classification, best practices, and public sector human resource management theories.**

**not selected Distinguished Evaluates the applicability of best practices and theories for classification and compensation, and demonstrates how they support relevant decisions.**

**Comments:**

**To maximize the score, try to provide an explicit discussion of job classification and compensation tied to this specific job.**

**Criterion**

**Write clearly, with correct spelling, grammar, syntax, and good organization, following APA guidelines.**

**(17%)**

**Competency**

**Think critically and communicate effectively in managing public sector human resources.**

**not selected Non-Performance Does not write clearly, and there are errors in spelling, grammar, syntax, organization, and compliance with APA guidelines.**

**not selected Basic Writes clearly overall, but there are some errors in spelling, grammar, syntax, organization, or compliance with APA guidelines.**

**selected Proficient Writes clearly, with correct spelling, grammar, syntax, and good organization, following APA guidelines.**

**not selected Distinguished Writes concisely with excellent clarity and organization; with no errors in spelling, grammar, or syntax; following APA guidelines; and employing critical or analytical reasoning as needed.**

**Comments:**