November 2019

STAFFING
AT Spotify

NATIONAL UNIVERSITY

Prepared by: Alexis Tapia

TABLE OF CONTENTS

Abstract

Spotify Technology S.A., or Spotify, has recently decided to fill up their Content Graphic Artist position in order to redevelop their online presence and brand. As a major global brand, Spotify will follow through an in-depth job analysis to efficiently select their Content Graphic Artist position for the company's New York office. The culture at Spotify, constructed by founder and CEO Daniel Ek, has profoundly influenced how the staffing for this specific position will be done. The manager's judgment and the company's business goals were used to forecast the need for hiring a Content Graphic Artist position. The staffing planning process will focus on external hiring. The organization is seeking someone who will bring new and qualifying KSAOs through the staffing quality of person/job match. This will parallel with the organization's intention to reinvent its online image. Because Spotify's culture is derived from growth and passion, Spotify's own hiring management team will handle all of the staffing process and decisions. Lastly, Spotify has decided to focus on a local workforce. By doing so, Spotify will enable low costs and a diverse New York staff. Lastly, Spotify's staffing planning will center around an applicant that understands and celebrates Spotify's current brand but that can also bring change. The new Spotify employee will promote a competitive advantage for the company.

Background

Global music streaming subscription service, Spotify Technology S.A. or Spotify, is currently one of the biggest online music providers in the world. Spotify was founded in 2006 in Sweden and is now headquartered in Luxembourg. Users may use Spotify's music streaming service through its two segments which are a Premium (access to unlimited, offline, commercial-free music and content) or through Ad-Supported (limited online access to its music and content). "As of December 31, 2017, Co.'s platform included 159 million monthly active users and 71 million premium subscribers in approximately 61 countries and territories" (Mergent, Inc., 2019). The founder and current CEO, Daniel Ek, has implemented the company's mission and vision. Spotify's mission is "to unlock the potential of human creativity—by giving a million creative artists the opportunity to live off their art and billions of fans the opportunity to enjoy and be inspired by it" (Spotify, 2019). Spotify envisions "a cultural platform where professional creators can break free of their medium's constraints and where everyone can enjoy an immersive artistic experience that enables us to empathize with each other and to feel part of a greater whole" (Business Strategy Hub, 2019). Both consumers, artists, and other content providers can connect through Spotify.

PART I

Forecasting and Staffing Planning

Spotify plans to launch a new, fresh look for their online support sites and social networking channels. In order to be able to develop this new look for Spotify's online presence, a new Content Graphic Artist is needed at their New York office. The human resources manager's judgement was used as the forecasting strategy to identify the need for a Content Graphic Artist. This is especially appropriate in organizations that lack centralized workforce internal mobility data (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 111) such as Spotify. Spotify's CEO, Ek, commented very few people at Spotify last more than two or three years working for Spotify (Borison, 2018). The human resources manager built an availability forecast for the Content Graphic Artist position (refer to the Appendix). One Content Graphic Artist has left a vacant spot, and now is the appropriate time to finally fill that spot.

Manager judgement practices current knowledge of business and employees' plans to forecast employee movements person by person (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 112). The forecasting technique, Markov Analysis, is sometimes utilized with the manager's judgement to see if the forecasts concur, but the Markov Analysis approach does not take internal cultural factors driving turnover into account (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 112). Spotify's retention and hiring culture cannot be forecasted through historical patterns of job movement. Ek has constituted a particular culture that includes staffing at Spotify. Ek's staffing quality is based on person/job match. This means

characteristics of individuals are matched with jobs in ways that will result in desired human resources outcomes (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 16). Ek describes jobs as missions. The CEO similarly argues, "You may have the same title, but you do not have the same job more than two years, and the more honest we are about that, the better it is" (Borison, 2018). Ek asks his employees questions that are meant to ensure their goals align with the work they do at Spotify. If goals and work do not align, then the worker must leave and pursue their true passion. That is why it is one Content Graphic Artist departed to pursue their actual passion, and now Spotify is seeking a replacement which will correlate with the company's strategy and vision.

Furthermore, Spotify wants to widen their diversity in the workplace—particularly in the U.S. Spotify's major goals include (Colletta, 2018) increasing the number of senior women leaders, diversifying the racial makeup of employees, and ensuring the company is "welcoming to all." The company has 50% of white employees (Notermans, 2018). Refer to the appendix for statistical Spotify employee data. It would only make sense to reinvent Spotify's online brand and image with a new diverse perspective. It will allow the company to build a more diverse culture and affiliate with the company's goals and missions. "While improving workplace diversity—and tracking results—provides the company a baseline for growth, it has to go hand in hand with enhancing inclusion" (Colletta, 2018). While strictly following EEOC guidelines and regulations, Spotify will aim to hire a diverse employee in order to meet company demands.

The staffing planning process involves the staffing objectives, generating alternative staffing activities, assessing and choosing alternatives, core workforce, and hiring nationally. Spotify plans to hire someone fresh and new, therefore the organization is seeking to hire someone outside the organization (external hiring). The qualitative staffing objective refers to qualities of potential employees such as their knowledge, skills, abilities, and other characteristics (KSAOs). The ideal cand-

didate is highly experienced and skillful in graphic design and other supporting software and technologies. The desired employee will also hold knowledge, skills, and experience in marketing, music streaming services, and social networking sites. The emphasized culture at Spotify also requires the new hire to be passionate about their work and be able to blend that with personal goals. Next, Spotify is focusing on a long-term staffing by adding a new permanent hire due to employee shortage as mentioned earlier. The potential activity of hiring a full time Content Graphic Artist should be assessed with cost and time of completion. It is critical that hiring managers at Spotify acknowledge their hiring philosophy and culture such as employees not lasting more than two or three years. This leads to the next point, the core workforce. Spotify's human resources management must either find someone who will truly devote to the company more than three years or embrace employees who come and go. Being able to retain an employee for a long period of time will reduce costs, training time, adaptability, and other expenses needed for the Content Graphic Artist. However, it is difficult to know what will occur, but the hiring process must bring in the best current possible workforce. Because Spotify's culture is rich and serious, Spotify's own management team will handle the entire staffing procedure. Having a staffing firm, for instance, take care of the staffing process may be too expensive. The staffing firm may not contain a direct cultural connection for applicants. Furthermore, employees may perceive that the company does its own recruitment because they are more interested in the applicants and has a more people-oriented culture than an organization that leaves this process to an outside hiring firm (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 214). An in-house recruitment firm will also exclude any extra costs and clarifications. Lastly, Spotify has decided to attract a national workforce for their organization. Although Spotify is headquartered in Europe, the company has decided to fill their Content Graphic Artist position in New York, United States. The ideal candidate may require relocation expenses, although serious thought should be made to determine if those expenses will be made. The hired Content Graphic Artist will possibly be required to travel after a working for Spotify for few years. Also, if staffing demands change, he or she may be relocated to another location as needed. Above all, Spotify will make sure to meet legal compliances. As a trusted and successful global brand, Spotify welcomes diversity and aims to find the ultimate candidate for the New York office.

References

Part I

Borison, R. (2018). Business Insider. Spotify jobs rarely stay the same for more than 2 years, says CEO - Business Insider. Retrieved from http://www.businessinsider.com/spotify-jobs-change-every-two-years-2018-8

Business Strategy Hub. (2019). Business Strategy Hub | Your complete guide to businessstrategies. Spotify: Vision | Mission | Core Values (A Complete Analysis). Retrieved from http://bstrategyhub.com/spotify-vision-mission-core-values-a-complete-analysis/

Colletta, J. (2018). Human Resource Executive: Analyzing strategic HR issues. Spotify 'GetsReal' About Improving Workplace Diversity | HRExecutive.com. Retrieved from http://hrexecutive.com/spotify-gets-real-about-improving-workplace-diversity/

Heneman, H., Judge, T. & Kammeyer-Mueller (2018). Staffing Organizations (9th ed.) NewYork: McGraw-Hill.

Mergent, Inc. (2019). Spotify Technology SA. Company details. Retrieved Oct. 30, 2019, fromMergent Online database.

Notermans, I. (2018). HR Blog. Say hi to the Spotify diversity data! | HR Blog. Retrieved fromhttp://hrblog.spotify.com/2018/07/09/say-hi-to-the-spotify-diversity-data/

Spotify. (2019). Spotify — For the Record. Spotify — Company Info. Retrieved fromhttp://newsroom.spotify.com/company-info/

Appendix | Part I

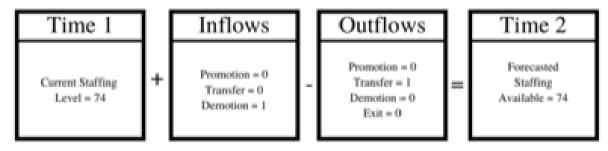## Job Category/Level: Content Graphic Artist (A1)

Time 1		Inflows		Outflows		Time 2
Current Staffing Level = 74	+	Promotion = 0 Transfer = 0 Demotion = 1	−	Promotion = 0 Transfer = 1 Demotion = 0 Exit = 0	=	Forecasted Staffing Available = 74

Figure 1. Job Category/Level: Content Graphic Artist (A1)

US Ethnicity Representation

14.8% Asian (+2.5%)

6.1% Black (+3.6%)

5.5% Hispanic (+2.5%)

2.7% Mixed Race (+2.2%)

50% White (-15%)

● Current numbers ● 2 year (%) change

In keeping with the EEOC reporting guidelines this is a picture of our demographics in the US. We will have this similar report for the UK in our next annual update.
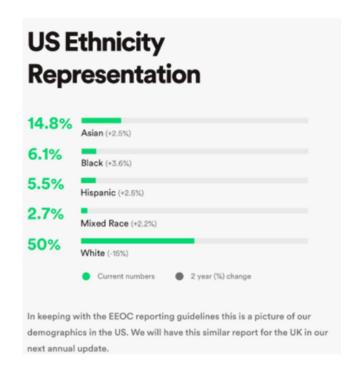
Figure 2. Spotify's U.S. Employee Ethnicity Representation (2018)

Americas & APAC Additional Representation

3% Disability (+2%)

11% LGBTQ+ (+1%)

1% Military/veteran (-1%)

25% Observe a religion (+9%)

● Current numbers ● 2 year (%) change

In keeping with GDPR this picture of our demographic does not include Europe. The presented data is anonymous self-identification data collected via our inclusion survey.
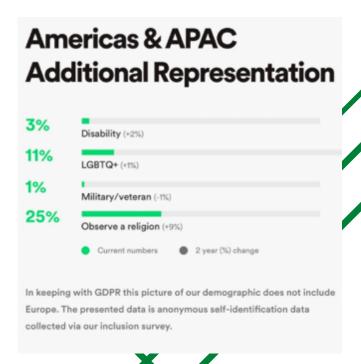
Figure 3. Spotify's U.S. Employee Additional Representation (2018)

PART II

Job Analysis

The second part of Spotify's staffing for a Content Graphic Artist delves into the job analysis. The job analysis assists the organization in probing the position's job requirements. The organization found it suitable to apply the competency-based job analysis for the Content Graphic Artist position. By utilizing this specific job analysis, Spotify can seek the most competitive candidate in the industry. Furthermore, Spotify may affiliate the required KSOAs generated from the company's strategic functions of using music to inspire the world. Once the competency-job analysis has been determined, a job description may be formed. The job description states the job specifications and should also link with the organization's hiring culture and expectations.

Before introducing the job analysis for the position of Content Graphic Artist, job analysis should be defined. Job analysis refers to "the process of studying jobs in order to gather, analyze, synthesize, and report information about job requirements and rewards" (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 156). Job analysis enables recruiters to examine certain positions and by doing so construct what and how is needed for staffing. Because the world is constantly changing, a job analysis is critical. As the world changes, so do jobs and their requirements. The course textbook claims that changes occur so "radically that a job ceases to exist, and they are often due to technological or workload changes" (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 158). Job analysis, therefore, must correlate to such conditions.There are two types of job analysis—job requirements and competency-based. Job requirements job analysis focuses on KSAOs and job context for the job (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 156). A competency-based job analysis "attempts to identify and describe job requirements in the form of general KSAOs required across a range of jobs" (p. 156). More importantly, the job parallels with the organization's strategy, which is the job analysis that will be used for Spotify's new Content Graphic Artist.
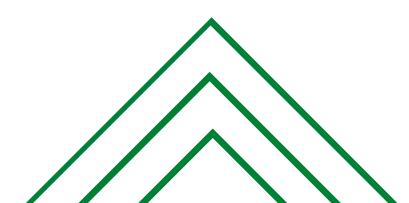
Competency-Based Job Analysis

The competency-based job analysis, according to the text, centers on how executives observe work roles contributing to strategy (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 156). Spotify's work culture, discussed in Part 1, is built on a competency-based job analysis. Daniel Ek, the CEO, developed a philosophy of work that reflects not only workers' KSAOs, but on their passion and career strategy. He would rather have the employee realize as soon as possible what Spotify offers is not what he or she wants to offer in return. If the employee is eager to contribute elsewhere, they are more than welcome to. That is what Spotify is about.

Supporting potential, current, and former employees on their career goals and passions points towards a competency-based job analysis. Spotify seeks the best there is, and if the best wants to work somewhere else, Spotify will continue to find the perfect person/job match. Competencies will best result in hiring the best there is in the workforce market. "An underlying characteristic of an individual who contributes to job or role performance and to organizational success" (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 179) will form as the base to the job analysis.

To recruit the ideal Content Graphic Artist for Spotify, KSAOs must extend beyond the specific job itself. Spotify's workforce should be described in more general terms. A competency-based job analysis permits an increase in staffing flexibility in job assignments (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 180). For Spotify to identify the Content Graphic Artist job as a competency rather than a responsibility, the company must step away from traditional job descriptions and their laundry list of duties. According to human resources management team,

> "The whole thrust of these systems is to encourage employees to work in a self-motivated way, by organizing the work around teams, by encouraging team members to rotate freely among jobs (each with its own skill set) by pushing more responsibility for things like day-to-day supervision down to the workers and by organizing work around projects or processes in which jobs may blend or overlap" (Human Resources Management, 2007).

By using this competency-based job analysis model, Spotify will be able to employ a strong competitive workforce into their already powerful strategical corporation. Their objective of improving and renovating their online brand will align with their staffing process. The cultural characteristics outlined already holds human resource management and administrative initiatives with the context of business operations, such as the evolving environment of the online music market (Moore, 2019). Because Spotify is under a highly competitive industry, it only seems fit to contribute the same aspect for all business and hiring decisions.

The process of collecting information about the position of the Content Graphic Artist begins with top management and the human resources department. This team of executives must first "establish its mission and goals prior to determining competency requirements" (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 182). The mission and goals of Spotify will smoothly define the desired competencies for the Content Graphic Artist. Secondly, the text suggests the general competences should be truly important to all job levels, so they associate well with the organization's mission and goals. Spotify's mission, introduced in Part 1, is "to unlock the potential of human creativity—by giving a million creative artists the opportunity to live off their art and billions of fans the opportunity to enjoy and be inspired by it" (Spotify, 2019). Spotify's mission is segmented towards a very broad array of consumers and creators. They have implemented a major responsibility on themselves that consumers daily depend on. The power Spotify has constructed on their brand and their goal to progress it puts a great deal of competency on the selected position. The potential hire cannot just hold KSAOs but must be able to expand them by bringing in a learning perspective to grow and develop, passionately, which leads to the third step. The general competencies should be specifically defined and not just labeled in order to provide substance, meaning, and guidance to all concerned (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 183). The Content Graphic Artist competencies are to be passionate and a team player. The Content Graphic Artist should be eager to hold the responsibility of creating multimedia content for Spotify's online support sites and social networking platforms. Above all, the Content Graphic Artist will influence the way the world experiences music. Such a position is rigorous and challenging to fill. Spotify is a top leading brand; therefore, it holds the top leading workforce and talent in order to remain competitive and successful. Refer to the appendix for a sample of Spotify's competencies.

Job Requirements and Job Description

The job requirements matrix identifies specific tasks the new employee will occasionally perform, be responsible for, and be accountable for. The job matrix highlights how the new hire should have strong computer and graphic design skills. He or she should also be able to implement those skills with others within the organization. The Content Graphic Artist will be working closely with other teams such as the Community and social networking teams, and the Customer support team. Working with many groups requires the employee to have an open mind and be able to work with a diversity of people. It is normal for problems to arise when working with various groups, therefore he or she should also be able to be a problem solver and take charge when required. Like in any business, the customer is the priority and the purpose. By being experienced and skillful in customer service, the Content Graphic Artist should be able to apply customer service while affiliating Spotify's new image created by him or her. Overall, the organization is seeking someone passionately creative with strong skills in graphic design and computer software.

Part of the job analysis is developing a job description. The job description for the Content Graphic Artist consists of the tasks and job context dealing with KSAOs and its job specification. In order to hold Spotify's creative and innovative culture, the format of the job description will also portray creativity and innovation (illustrated in the Appendix). The course textbook explains a job description should include job family, job title, job summary, task statements and dimensions, importance indicators, job context indicators, and the date that the job analysis was conducted (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 169). The objective of the job description is to let potential employers know what is required and preferred. The job description specifies to those interested what Spotify is looking for and what Spotify wants to provide for the employee. Spotify believes a job description should not only be about attracting the employee to the organization, but to also match the person with the job. By being experienced and skillful in customer service, the Content Graphic Artist should be able to apply customer service while affiliating Spotify's new image created by him or her. Overall, the organization is seeking someone passionately creative with strong skills in graphic design and computer software. The appendix shows the job description for Spotify's new Content Graphic Artist. The job description highlights what the Content Graphic Artist will do, who they are, and other basic information regarding the position.

Conclusion

The job analysis for Spotify's new Content Graphic Artist was examined through the competency-based analysis. This type of job analysis focuses on the job requirements through general KSAOs across the variation of jobs. Most importantly, the competency-based job analysis allows Spotify to align the staffing position to the organization's strategy, mission, and goals. Spotify has great pride in their work and service. The new Content Graphic Artist must then also hold pride in their past experience and bring in new innovative ideas. Spotify's mission, goals, and strategy begin with the executives including human resources managers; and, so these top managers will initiate the process of collecting information about the position. Through the discussion of the job analysis, the competency-based analysis features competencies favorably desired by the organization. The job analysis also guides the organization in developing the position's job description. The job description for the Content Graphic Artist presents job specifications by announcing who the new hire is, what they will be required to know and perform.

References

Part II

Heneman, H., Judge, T. & Kammeyer-Mueller (2018). Staffing Organizations (9th ed.) NewYork: McGraw-Hill.

Human Resources Management. (2007). Citeman. Competency based job analysis. Retrievedfrom http://www.citeman.com/2253-competency-based-job-analysis.html

Moore, A. (2019). Rancord Society. Spotify's organizational culture & strategicconsiderations. Retrieved from https://www.rancord.org/spotify-organizational-culture-strategic-cultural-characteristics

Spotify. (2019). Spotify — For the Record. Spotify — Company Info. Retrieved fromhttp://newsroom.spotify.com/company-info/
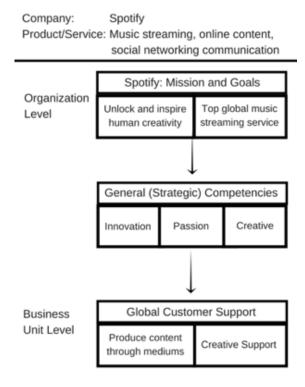
Appendix | Part II

Company: Spotify
Product/Service: Music streaming, online content,
                social networking communication

Organization
Level

Spotify: Mission and Goals	
Unlock and inspire human creativity	Top global music streaming service

↓

General (Strategic) Competencies		
Innovation	Passion	Creative

↓

Business
Unit Level

Global Customer Support	
Produce content through mediums	Creative Support

Figure 1. Competencies

Tasks			KSAOs	
Specific Tasks	Task Dimensions	Importance (% of time)	Nature	Importance to tasks (1-5 rate)
1. Produce instructional content in several mediums - image, animation, and video	A. Duties	40%	1. Adobe Creative Suite 2. HTML 3. CSS 4. Graphic Design	4.5 3.5 3.5 4.9
2. Offer additional creative support to our Community and social networking teams	B. Responsibilities	20%	1. Team player 2. Knows to take initiative 3. Problem solver 4. Communication skills 5. Skill interacting with diverse people 6. Social Networking knowledge 7. Graphic Design 8. Time management 9. Knowledge of basic designing formats 10. Computer software experience	5.0 3.0 4.5 4.5 3.5 4.0 5.0 3.6 4.2 5.0
3. Communicate and collaborate with the Spotify Design team to keep Customer Support aligned with company design standards	B. Responsibilities	20%		
4. Contribute to the Customer Support Content team's overall ongoing ideas and strategies for helping our customers via the support site or any of our help channels	C. Accountability areas	20%	1. Skills in customer service 2. Knowledge of office operations/policies 3. Quick problem solver 4. Team player 5. Time management/Organized	4.9 2.5 4.7 4.5 4.0

Figure 2. Job Requirements Matrix for Spotify's new Content Graphic Artist

FUNCTIONAL UNIT: GLOBAL CUSTOMER SUPPORT
JOB TITLE: CONTENT GRAPHIC ARTIST
DATE: 11/8/2019

JOB SUMMARY
We are looking for a passionate Content Graphic Artist to join the Global Customer Support team and who will be responsible for creating multimedia content for the online support site as well as social networking channels. Above all, your work will impact the way the world experiences music.

WHAT YOU'LL DO
Produce instructional content in several mediums – image, animation, and video

Offer additional creative support to our Community and social networking teams

Communicate and collaborate with the Spotify Design team to keep Customer Support aligned with company design standards

Contribute to the Customer Support Content team's overall ongoing ideas and strategies for helping our customers via the support site or any of our help channels

Work from our office in New York

WHO YOU ARE
You are experienced with working in an in-house agency, ad-agency/digital agency, graphic design agency, and/or as full-time freelance. (3+ years).
NOTE: A CV without a link to your portfolio will be automatically rejected.

You know how to use Adobe Creative Suite (Photoshop, Illustrator, After Effects, and InDesign) (3+ years of professional experience). This includes proven experience in motion graphics.

You have a deep understanding of and professional experience with the key social network/media channels

You are experienced with HTML and CSS

You have a solid understanding of design, layout and typography that you can tell us about.

You know how to adapt stylistically and technically to work within brand guidelines

You know how to use presentation tools (Keynote, Google Slides)

JOB CONTEXT
Indoors, office, business casual clothes, no environmental or job hazards.

Figure 3. Job Description

PART III

Strategic Recruitment Planning

Before Spotify hires a new Content Graphic Artist, the company must have a concrete recruitment plan and strategy. Because Spotify wants a fresh, new online brand, it is seeking a brand new, diverse employee to aid in developing Spotify's goal. The global music streaming company wants to be able to recruit a wide sector of potential applicants, therefore they will be utilizing external recruitment. The company not only wants the new hire to learn from and about Spotify, but Spotify also wants to learn from what the hire has to offer—what they bring can benefit Spotify and its culture. Spotify's recruitment plan must smoothly align with their goal and culture. Again, Daniel Ek, Spotify's CEO, has deeply implemented a passionate and caring hiring attitude that will be interpreted throughout the recruitment strategy for a new Content Graphic Artist. An open recruitment type will assist the organization to recruit to the largest diverse pool of applicants. The company's in-house recruitment will benefit the recruitment process in which reduces costs and increases culture awareness. A combination of a centralized and decentralized recruitment will allow applicants to recognize Spotify as a major organization seeking the most qualified talent. Spotify's recruitment strategic plan cannot be put forward without the appropriate recruitment budget. The human resource department, any managers working closely with the Content Graphic Artist, and the accounting department should create a reasonable recruitment budget. The recruitment budget should include all recruiting expenses that are tangible and intangible.

The recruiting plan for the Content Graphic Artist begins by defining strategic recruiting goals. The goals for attraction have allowed Spotify to determine the strategic recruiting goals. By knowing the organization's strategic goals of reinventing its online presence, Spotify knows what it currently needs. By defining the current needs and what workforce is required of that, Spotify will have a lead on its recruiting process. This also includes the person/job fit discussed in parts one and two. The person/job fit will aid Spotify in determining "what types of applicants are most likely to have the required KSAOs, identified through the process of job analysis" (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 209).

The job analysis structured in the previous part highlighted how the ideal Content Graphic Artist should link with Spotify's hiring culture and goals. Because Spotify wants to reinvent its internet personality as soon as possible, the Content Graphic Artist position needs to be filled as quickly as possible. Recruitment will have to focus on methods that contact highly qualified and experienced individuals who are currently working in a similar position (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 210). A person, for instance, who presently works as a graphic designer would be a good fit for the organization, amongst other things.

In order to reinvent Spotify's online existence through diverse perspectives and innovative ideologies, the company will center on an open recruitment type. The technique will include the advertising of the Content Graphic Artist position with a message appealing to a wide variety of job seekers in a variety of media outlets that will reach the highest possible audience (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 213). The message used to advertise the job opening will be along the lines of: "Top global music streaming service, Spotify, is looking for a creative, passionate, and dedicated Content Graphic Artist to work at our New York office. Take a look at the job description and if this describes you, Spotify cannot wait to meet you!" The advertisement will be placed on employee sources such as Indeed.com, Monster.com, LinkedIn, Instagram, Facebook, Twitter, and other online sources. By promoting the open job position online, a large diversity of applicants will be gathered. The number of applicants may be too large, but Spotify's in-house recruiting and hiring staff will make sure to efficiently recruit the best possible. Talent acquisition manager Alexandra Scheiman explained they review all of the applications that come in through their website (Rudulph, 2015). They will do their best to consider everyone who applies so all qualified applicants are not overlooked in the process (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 211). Recruitment staff should keep in mind that because the new Content Graphic Artist should have specific qualifications (KSAOs), applicants who lack this should not proceed with the hiring process.
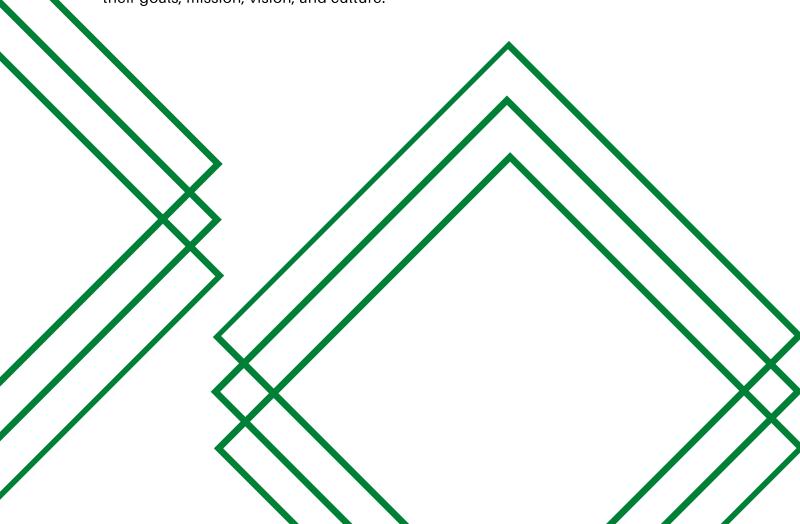
The recruitment plan will deal with in-house recruitment to exclude any extra costs and clarifications, discussed in part one. Most importantly, by utilizing Spotify's in-house recruitment system, employees may perceive the company more interested in the applicants and intake a more people-oriented culture than an organization that leaves this process to an outside firm (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 214).

Spotify's CEO Daniel Ek strongly supports this and wants all potential, current, and former Spotify employees to understand they are not only working for someone else but they are all human who have wants, needs, feelings, and passions. Because of this corporate culture, Spotify believes it is best to take advantage of centralized and decentralized recruitment. Centralized recruitment, or the human resource department, ensures Spotify follows all policies consistently across business units (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 214). Decentralized recruitment, or recruitment focused more on managers from other business departments, can be more responsive to the business unit's specific needs because they work closer to the day-to-day operations of the business unit than their corporate counterparts (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 215). A Harvard Business Review article discussing recruitment written by Bastian Bergmann argued that "applying two lenses to a candidate will give you a good insight into how you should deliver your message: the background and the personality of the candidate" (2016). Supervisors, graphic designers, and other Content Graphic Artists within the Global Customer Support unit and the human resources department can work together to hire the best qualified Content Graphic Artist to redevelop Spotify's virtual presence. Both parties will simultaneously generate Spotify's cultural philosophy and can competitively hire the best person achievable.

No recruitment plan is effective without the proper budget. Spotify acknowledges that recruitments tend to be expensive. A recruitment budget must include the costs of developing a recruitment message, a website, advertising, personal contacts and follow-up with potential candidates, logistics for on-site candidate visits, staff time, salaries of recruiters, and other expenses (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 215-216). The recruitment budget should emphasize how beneficial the expenses are. Without the proper recruiting system and budget, the new Content Graphic Artist may cost Spotify more in the long run. It is suggested Spotify take additional steps of assessing the effectiveness of the chosen technique. As a result, "cost-effective methods for attracting candidates can then become the focal part of the organization's recruitment strategy" (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 217). Spotify's accounting department will work closely with the human resources department to develop a solid recruitment budget for a Content Graphic Artist. Refer to the appendix for a recruitment guide detailing "time, money, and staff required to fill the job as well as the steps taken to do so" (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 217).

Conclusion

The recruitment plan for Spotify's new Content Graphic Artist must follow specific decisions made by top managers. The decision of why and when the new hire is needed should provide a base for the recruitment plan. Since the Content Graphic Artist is needed as soon as possible in order to reestablish Spotify's online brand, the recruitment plan should identify these needs and implementations. An urgent hiring need and a large organization such as Spotify, should connect the business unit gaining a Content Graphic Artist and the human resources department to know how to feasibly recruit applicants. It has been decided that advertising through online mediums will reach the most diverse top qualified talent. The company's own hiring staff and managerial team will support each other in recruiting through ethical means. It is highly recommended Spotify work closely with the other departments to gain a broad perspective of what is expected of the recruitment process. Additionally, the accounting department should be reached to develop a reasonable recruitment plan. Without the proper funds, a recruitment plan cannot function, costing the company more in the long run. Lastly, Spotify's recruitment plan for a new Content Graphic Artist should suitably associate with their goals, mission, vision, and culture.

References

Part III

Heneman, H., Judge, T. & Kammeyer-Mueller (2018). Staffing Organizations (9th ed.)
NewYork: McGraw-Hill.

Rudulph, H. W. (2015). Cosmopolitan.com. Interview Insider: How to Get Hired
atSpotify. Retrieved from
http://www.cosmopolitan.com/career/interviews/a37865/interview-insider-spotify-career-
jobs/

Bergmann, B. (2016). 6 Ways to recruit superstar talent to your new company. HBS.
Boston, MA:Harvard Business School Publishing, Retrieved
from https://hbr.org/2016/02/6-ways-to-recruit-superstar-talent-to-your-new-company

Appendix | Part III

Recruitment Guide for Content Graphic Artist

Position: Content Graphic Artist

Reports to: Global Customer Support Director

Qualifications: College degree or equivalent
3 or more years' experience in graphic design or similar
Knowledgeable and skillful in web software and programs

Relevant labor market: Regional Northeast (relocation if necessary)

Timeline: 1/6/2020: Targeted hire date

Activities to undertake to source well-qualified candidates:
- Online (Indeed.com, Monster.com, LinkedIn, Instagram, Facebook, etc.) advertising
- Post job opening on company website
- Begin to look through topmost qualified candidates
- HR and other departments work together to recruit best applicants
- Meet with the Global Customer Support unit to determine any further recruitment needs
- Develop recruitment budget with accounting department
- Speak with New York division

Staff members involved:
- HR Recruiting
- ManagerVP, Human Resources
- Talent Acquisition
- Global Customer Support Director
- Graphic Designers
- Other managers within unit

Budget: TBD

PART IV

Initial Assessment Methods

The job analysis has allowed Spotify to meet and reach the selection process. This means someone must be chosen as the new Content Graphic Artist. As discussed in the previous three parts of this job analysis, the Content Graphic Artist will be externally recruited therefore externally selected. The decision for this is primarily based on the idea that Spotify wants to develop a fresh innovative online brand and support system. By hiring a completely new employee, the organization will gain diversity, differing perspectives, and growth. The new hire will mirror the company's objectives and mission. The external selection process includes initial assessment methods and substantive assessment methods. First the initial assessment method for the Content Graphic Artist position will be discussed, then the substantive assessment methods. After, the structured interviewing process will be explained. Lastly, a closing of this job analysis is presented.

The initial assessment is intended to "minimize the costs associated with substantive assessment methods by reducing the number of people assessed" (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 379). The substantive assessment methods are used to make more precise decisions about candidates and are more involved than initial assessment methods (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 433). The best way to initially assess and receive information about applicants is through résumés and cover letters.

Résumés and cover letters allow the staffing team to determine who qualifies and meets the organization's needs. Since this information is provided by the applicant, they control it. This information should be verified by other predictors to ensure accuracy and completeness (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 379). Spotify's hiring personnel will be cautious in case there is falsification and misrepresentation of information. Also, because Spotify is hiring externally, a large set of applicants will be received, and time and money should be managed accordingly. The well-trained hiring team will be as efficient as possible to eliminate any drawbacks for the new Content Graphic Artist. A creative and detail-oriented team forms Spotify, which signifies they understand the various types of résumés they will encounter. A Spotify recruiter explained that,

"Sometimes people get really creative with their applications. We've gotten résumés in the shape of raps, music videos, and playlists. We get them delivered with cupcakes or through social media campaigns. Someone once sent us a disco ball to explain who they were. All this creativity makes us smile, and feel warm and fuzzy on the inside which is nice. But you should know that it doesn't make any difference in the process. Once in the process, everyone gets treated the same. And to get in the process you need to submit an application where we can read who you are, what you can do, and where you want to get to. No more, and no less" (Johnson, 2017).

The internal hiring staff should point out anything suspicious or too good to be true. Even through computer software, the final selection decision should be determined by humans. Furthermore, cover letters should be looked at carefully, but should not be the major determinant of selection. Research suggests "cover letters are written in an ingratiating tone and that use impression management tactics might [which] result in higher ratings of applicants in some cases and lower ratings in others due to low likability and perceived truthfulness" (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 383).

The initial assessment includes application blanks. Application blanks "request in written form the applicant's background concerning educational experiences, training, and job experiences" (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 383). Spotify provided common application blanks for the selection of a Content Graphic Artist such as contact and personal information, education, past work experience in relation to the desired position, special skills (graphic design, published projects, etc.), U.S. Military status, references, if the applicant is prevented from lawfully becoming employed in this country because of visa or immigration status, and disability. It is critical Spotify only request information that will help select the best candidate. A primary application blank that will aid the selection decision for Spotify are licensing, certifications, and job knowledge. "As an initial method, licensing and certification requirements are used to eliminate applicants who fail to possess these credentials" (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 389). If the applicant does not have any graphic designer or related certifications, the applicant will not be considered for selection. Being a graphic designer or related forms the base of being a Content Graphic Artist. The application blanks should reflect relevant KSAOs to the position of a Content Graphic Artist as seen in parts two and three of the job analysis.

The selection process and its initial assessments cannot ignore biographical information, or biodata. This is personal history information of the applicant's background and interests. This type of assessment will give Spotify the best predictor of future behavior which is past behavior (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 391-392). In other words, a person's historical behaviors may reveal their abilities, motivations and other useful personality traits. Spotify will utilize background checks to examine an applicant's background. This is done through record checks and speaking with references. Biodata information, on the other hand, will be used to predict future performance at Spotify. This information will be collected by surveys. Spotify believes surveys are not the best source of measurement, therefore this way of assessment will be used lightly yet necessary. Spotify also believes assessments cannot fully uncover a person's true talent and work potential. Spotify's culture focuses on allowing employees to grow and challenge themselves through unexpected experiences, not through thought out answers like surveys.

It is helpful to gain information from those who have worked and know the applicant. By using reference information, Spotify will have an easier process of selection. Spotify's past experience with reference letters has not been a positive one. The reference letters Spotify have encountered in the past have mostly been written by the applicants themselves (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 396) and signatured by their references. This does not give Spotify credible information for selection. As a result, Spotify gets its reference information from reference checks. This approach enables the Spotify human resources management team to verify the applicant's background via contact with prior supervisors, employers and their human resources department of their current or previous companies (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 398). Spotify's human resources unit is well aware of information that cannot be released due to privacy and legal matters. This initial process will only involve asking general appropriate questions which will help select the new Content Graphic Artist. Questions should be related to projects the applicant worked on and their perception of the applicant. Background checks are another type of reference. "Background checks identify more problems than one might think. Additionally, the consequences of failing to conduct a background check are quite serious. In many cases, subsequent malfeasance could have been prevented by a background check" (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 400). Spotify carefully analyzes background checks. Spotify has formed a working culture of unity, fairness, and safety. The selected Content Graphic Artist will preferably hold a clean record in order to sustain a safe working environment and reputation. The selection process should never discriminate and always meet legal regulations.

The final initial assessment is the initial interview. The initial interview begins with the process of necessary differentiation or a "rough cut" (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 402). The initial process screens out the applicants who do not have a person/job match. Spotify's CEO, Daniel Ek, believes person/job match is essential in order to be successful—individually and for the overall organization. Spotify's decision to select a diverse employee might mean interviewing someone geographically too far. Video and computer interviews such as Facetime and Skype can be used to do virtual interviews and save costs. In the initial interview, questions assessing the most basic KSAOs will be asked (explained later). Also asked will be questions suitable for making rough cuts rather than subjective questions. The interview should be short and the same for all applicants who reach this stage in the hiring process.

Substantive Assessment Methods

Like mentioned before, substantive assessment methods are used to make more precise decisions about candidates and are more involved than initial assessment methods (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 433). One assessment under substantive assessment is personality tests. Spotify relies on the Big Five to define "behavioral (not emotional or cognitive) traits that may capture most of an individual's personality" (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 434). Spotify mends personal with business. An employee's personality is largely considered when selecting the ideal person. The appendix illustrates the Big Five factors. No matter where a person scores on the Big Five personality test, Spotify embraces all personalities. That is what makes Spotify diverse and unique. Without those unique personality traits, Spotify would not be as successful as it is. The added Content Graphic Artist's personality will be celebrated at Spotify. This type of test, however, should be treated and measured with caution. It can be very easy for candidates to fake their answers or give invalid answers in order to appeal more to the selection decision.

A second substantive test are ability tests. Ability tests measure an "individual's capacity to function in a certain way" (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 442). Spotify will have the potential Content Graphic Artist perform a mix of an aptitude and achievement test. An aptitude test assesses innate capacity to function and an achievement test assesses learned capacity to function (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 442). By doing a mixture of both, Spotify can gain a general idea of the applicants' abilities. Spotify will focus on the cognitive ability tests. These tests "refer to measures that assess abilities involved in thinking (including perception), memory, reasoning, verbal and mathematical abilities, and the expression of ideas" (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 443). As someone who will be using computer software, designing programs, creative reasoning, innovation, decision making, and mathematical abilities, cognitive ability tests can help with the selection decision for the Content Graphic Artist.

Part of Spotify's selection process is examining the probable employee's emotional intelligence. An emotional intelligence test monitor's one's own and others' feelings, to discriminate among them, and to use this information to guide one's thinking and action (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 450).

Spotify will use the emotional intelligence test as a tool rather than a major selection determinant. Studies have revealed that emotional intelligence correlates poorly with job performance after personality traits were considered (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 452). According to a web article, emotional intelligence tests "are an important factor in professions that involve frequent interpersonal relationships and leadership" (Bika, 2019). Since Spotify has proposed a strong, united workplace full of support and creative innovation, an emotional intelligence test will give the hiring decision makers a glimpse of how this person would react to Spotify's cemented culture. This also allows for factors not entirely related to KSAOs but how Spotify will match the person's way of being and perceiving others.

Spotify wants all their potential, current, former, and future employees to feel trusted and respected which is why performance tests and work samples will not be assessed. It is strongly assumed that what a person documents of themselves on a résumé and application is what they will bring to the table. Asking for a performance test or work sample may generate some feelings of distrust. These types of assessments may also push the applicant to be nervous and perform poorly when in reality they would perform well. Furthermore, the work required of the Content Graphic Artist is not fully known until the department knows the requirements of the projects. Performance tests may give the candidate the impression that that is how their work will always be, when in actuality, change is constant, especially at Spotify. The situational judgment tests and integrity tests will also not be applied for the same reasons performance tests and work samples will not be applied. Again, Spotify believes in risk taking and believing in those who want to work with and for Spotify. These tests are also time consuming and costly. In the long run, it is Spotify's human resource department to responsibility to ensure the chosen person continues to perform well in the future.
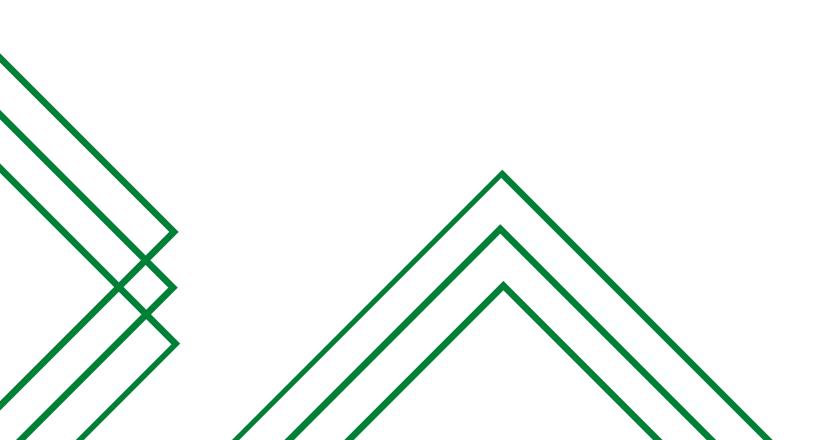
Structured Interview

The interview process can be structured or non-structured. Structured interviews are standardized, job-related method of assessment. It requires careful and thorough construction" (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 466). These types of interviews are planned and well developed. The questions asked during the interview are based on the job analysis and are numerically evaluated. Un-structured interviews are considered the opposite of structured interviews. Un-structured interviews are unplanned, casual, open-ended, unprepared, and have potential for discrimination and bias (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 467). Because Spotify wants to eliminate bias selection, structured interviews will be held. Both situational and experience-based structured interviews will be executed. Both of these interview types "are based on the critical incidents approach to job analysis, where job behaviors especially important to (as opposed to typically descriptive of) job performance are considered (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 468). Spotify will focus on structured interviews by consulting the job requirements matrix detailed in part two. The job requirements matrix lets interviewers produce interview questions and a selection plan. Part of the interview process includes training interviewers and their effectiveness. The interviewing experience is the moment Spotify can meet with the applicant face to face rather than on paper or through a computer database. Having a conversation gives both parties a feel for a job/person fit. For a list of interview questions for the Content Graphic Artist position, refer to the appendix.
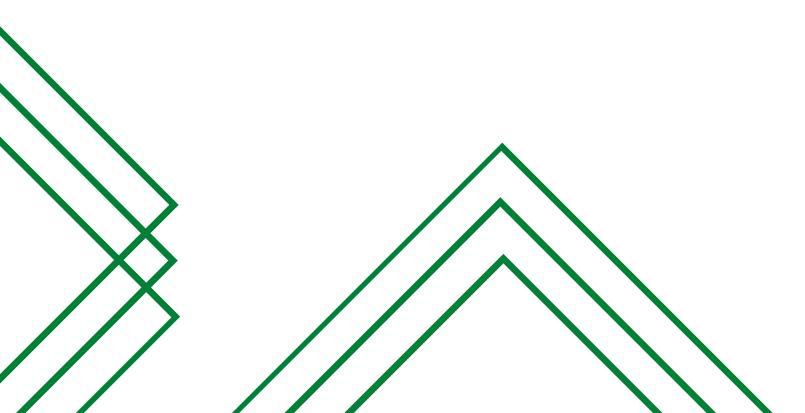
Decision-Making Process

The final decision-making process for determining a final match is comprised of various methods. The first method is random selection, where each finalist has equal chance of being chosen. The second method is ranking the finalists from most to least desirable based on results of discretionary assessments. The grouping method bands finalists together into rank-ordered categories. The last method, ongoing hiring, means hiring all acceptable candidates as they become available for open positions (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 579-580). External hiring means selecting from a wider pool of applicants. Spotify knows candidates may turn down the job offer, therefore, having others qualified in line will make the decision-making process easier. Spotify will work with the grouping method. The "finalists are grouped according to whether they are top choices, acceptable, or last resorts. The advantage of this method is that it permits ties among finalists, thus avoiding the need to assign a different rank to each person" (Heneman, Judge, & Kammeyer-Mueller, 2018, p. 580).The new external Content Graphic Artist will be the highest ranked, and if they do not accept the job offer, then those ranked next will be considered as the final decision and so on.

Conclusion

Throughout the Spotify job analysis of a Content Graphic Artist, various techniques were examined to choose the optimal candidate. Spotify's culture laid out a personal and innovative procedure of selecting the ideal Content Graphic Artist. The external hiring decision prompted more work yet more chances of a diverse and creative mindset to achieve online branding goals. The selection process' initial assessment will utilize résumés, application blanks, biographical information, and reference information. These initial assessments will give the hiring decision makers a broad approach of who to quickly eliminate before finalizing their choice. The substantive assessments, which are more specific in Spotify's selection process, pertain to personality tests, ability tests, and emotional intelligence tests. Spotify's hiring culture and practices aim at mending personal with professional. By mending personal with professional, employees will value their career more and see it more as their destiny rather than something they must do to live. It is recommended Spotify not use any other assessments that may enable applicants to question their KSAOs such as performance tests. Interviews should be structured and not non-structured. Top candidates will appreciate structured interviews and realize Spotify's expectations as well as their job/person fit. Lastly, the decision-making process should group their ranks in order to have backups. The company wants to hire someone as soon as possible, and having a second, or third selection may save resources, time, and assets. Now Spotify can begin their new reinvention of their online persona as soon as possible.

References

Part IV

Bika, N. (2019). Recruiting Resources: How to Recruit and Hire Better | Workable. Pre-employment testing: a selection of popular tests | Workable. Retrieved from http://resources.workable.com/tutorial/pre-employment-tests

Heneman, H., Judge, T. & Kammeyer-Mueller (2018). Staffing Organizations (9th ed.) NewYork: McGraw-Hill.

Johnson, F. (2017). HR Blog. How to get a job at Spotify. Retrieved fromhttp://hrblog.spotify.com/2017/02/17/how-to-get-a-job-at-spotify/
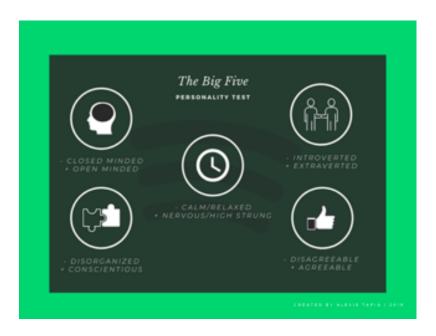
Appendix | Part IV

Figure 1. The Big FiveA personality test that will allow Spotify to select their Content Graphic Artist.

Figure 2. Structured Interview QuestionsThese questions pertain to the interview to help choose the final Content Graphic Artist.