

Resourcing, Recruitment and Selection

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Dr Berna Bridge Shortly...

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- Lecturing 2 courses: Leadership and Management (Engineering Faculty)
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- Author of 16 books on leadership and management

The Changing Social Contract

- The traditional Human Resource Management paradigm assumes the purpose of HRM is to control and limit people, enforce rules and regulations, seek stability and efficiency, design a top down hierarchy to direct people and achieve bottom-line results.
- The emerging paradigm recognizes that today's HR managers need different skills to engage the hearts and minds, be ethical as well as take advantage of their labour.

Effective Human Resource Management (HRM)

- Effective HRM is the key to the provision of high quality experiences.
- Organisation depend for their success on the **quality, commitment** and **performance** of people who work there.
- **Quality:** This is an issue of both **specification** and **development**.
- Informed recruitment and selection procedures are essential element of specification: What job needs to be done and what sort of person do we need to carry out that job?

Continuing...

- **Commitment:** Wanting to do well, to feel a sense of belonging to a team of people working towards the same goal, and achieving targets.
- Commitment is something that has to be managed, it can not be assumed.
- **Performance:** Quality of performance is not an absolute standard, it varies, is defined **for, with or by** individuals, qualitative or quantitative in nature. **Targets, feedback, reassurance, support, recognition, input, outcomes** are important factors.

People

- All people are **entitled** to **effective and sensitive** management, from recruiting to leaving the organisation.
- For this, **clear objectives** need to be established, agreed against which performance can be monitored, measured and evaluated.
- First step is a **strategic approach to recruitment** with forward thinking.

Managing Recruitment

- Managers cannot assume either that labour market conditions of **yesterday** apply **today**. There are 5 contexts:
- **Growth and survival:** Expansion or retrenchment
- **Succession planning:** eg Staff age profile, technology overtaking
- **Labour market:** Who is available
- **Legislation:** e.g. Equal opportunities, Covid19
- **Local conditions:** e.g. Competing organisations, high staff takeover

Recruitment

- Recruiting is defined as activities or practices that define the characteristics of applicants to whom **selection procedures** are ultimately applied.
- **General content for the whole course:**
- Learn how to recruit the right people
- Apply your new recruitment skills at work
- Increase your confidence as a manager

Why are you recruiting?

- Perhaps a member of your staff has resigned.
- Or maybe your organisation is growing
- With careful planning, you may decide you do not need to recruit after all.
- Remember
- **People are the most important resource in any organisation**

Do you need to recruit?

- Why is the new position necessary?
- What are the roles and responsibilities of the new position?
- Who will the position report to?
- How senior is the position?
- What skills and experience would be required to perform the role?
- Could the role be covered by any other position within the organisation?

Has someone resigned or retired?

- Why has the existing job holder resigned?
- How has the role developed over time?
- Will the role continue to exist for the foreseeable future?
- Could any other job holder handle the additional responsibility of part/all of the role?
- How important is the role? Is the role central to the organization?
- How does the role contribute to the overall objectives of the department, and ultimately of the organization?

Assessing the Alternatives

- **Reorganization:** Can the functions and responsibilities of the position be redefined? Reassigned? Is there someone asking for more responsibility? Can they cope with more?
- **Outsourcing:** Could the role be outsourced?
- **Automation:** Either now or soon in the future?
- **Type of role:** Now full-time, can it be turned into part-time? Saving to spend elsewhere or giving more flexibility

Predicting the Need to Recruit: Workforce Planning

- **Step one: Estimating workforce requirements.** (Usually one year)
- Business plan: Objectives, specific targets, sales, costs...
- Will more or less staff be required?
- Do you already have shortages?
- Will changes to working patterns be required?
- Will any services need to be centralised or outsourced?

- **Step two: Audit your current staff**

- Where in your organisation do you have staff wastage?

- Where are you most under-staffed?

- **Step three: summarise the skills and staff gap**

- Develop a plan that defines specific staffing for the following year

- The likely periods when recruitment will be necessary

Recognising the Costs

- Advertising costs
- Agency costs
- Developing an application form
- Interviewing time by you and your colleagues
- Second interviews
- Selection
- Training and development

Planning: Most important stage of all

- **Checklist:** (Appointing the wrong person? Is it really necessary?)
- Why has the vacancy arisen?
- What specific role? What sort of a person?
- Do you need to recruit?
- Does the job need to be full-time? Could someone else do it part-time?
- Could you have predicted this vacancy?
- Do you have an overall workforce plan?
- Have you estimated to cost of recruiting? **Do you still need to recruit?**

Analysing the Job

- Now we know we need to recruit, we have considered the alternatives, how do we fill the position with the ideal person?
- How do we put together a job description?
- How do we put together a person specification?

Reviewing the Role

- If you do not understand the role you are recruiting for, you are unlikely to appoint a suitable candidate. So, what information do you need to gather?
- **Purpose:** What is the main purpose of the role?
- **Principle objectives:** What are the principle objectives of the role?
- **Job Type:** Full-time? Part-time? Job share?
- **Departments and colleagues:** Who does the role report to? Which department will the new person work in? Will the recruit work in a large dept or a small team? Self sufficient?

Continuing...

- **Physical Location:** Where will the job be based? Travelling between sites? Driving license? Will the dept move to a new location soon?
- **Prospects:** Is there a career path? Is the role static, consistent, won't change over time?
- **Authority/Responsibility:** Responsibility for other staff? For processes? For Money? Will he be required to discipline staff?
- **Assessment procedures:** What sort of monitoring, assessing systems in the company?
- **Skills and knowledge:** What are the needs of the role? Qualifications? Essential skills/desirable skills?
- **Experience**

Sources of Information

- Where are you going to collect all this information from?
- **Existing job description:** Give some thought to how much the job has changed since this was written. What has changed? A good chance to review the situation.
- **Existing job holder:** This person will know exactly all the details, frustrations, limitations of the job.
- **Line Manager:** This person will know a lot of the details and what needs to change, as well.
- **Organisational charts:** Also helpful
- **Appraisal forms:** Of the previous employee will be useful

Continuing...

- **Personnel plans:** They summarise
- Organisation's overall objectives and targets
- The departments and individuals required to meet these objectives
- The specific training and development needs of the individuals

Compiling a Job Description

- Very important. It outlines the main purpose, tasks and responsibilities of the position. It helps:
- You to focus on the skills, knowledge and experience required to do the job
- You to draft the wording used in the recruiting advertisement
- It can be sent out to prospective candidates, enabling them to understand if they are qualified for the job
- Helps to shortlist candidates
- You can refer to it through the interview
- You can use it once you employed for appraisal and for training/development

Simple Job Descriptions

- This should summarise the basic requirements and conditions of the role, restricted to one sheet of paper. Should include the following:
- **Job Title:** Simple and unambiguous. (e.g.: Telephonist rather than Customer Services Operative)
- **Job location:** Working in several sites? You may want to keep all options open.
- **Who the holder reports to:** Use the line manager's title, not the name. This way, you focus on roles rather than personality.

Continuing...

- **Job purpose, tasks and responsibilities:** List simply and clearly.
- **Hours required, grade and holiday entitlement:** Start and finish time, flexibility?
- **Signed and dated...** This will indicate when the job description was updated and who compiled it.

Tip: try to choose «action» verbs to describe the key tasks

- **Clerical**

- Check
- Make available
- Operate
- Provide
- Maintain
- Submit
- present

- **Senior Specialist**

- Analyse
- Propose
- Interpret
- Advise
- Appraise
- Recommend
- Develop

Continuing...

- **Line Management:**

- Plan
- Direct
- Establish
- Implement
- Achieve
- Ensure
- Maintain
- Set
- Review

Longer Job Descriptions

- Often used for appraisals, too.
- As well as the key responsibilities, individual objectives and tasks that make up each responsibility should be listed. Should be unambiguous.

Person Specification

- What type of person would be best suited to the role?
- This is a document that sets out the skills, knowledge and experience required to do the job properly.
- It is useful for shortlisting candidates.
- Ideal for planning the interview questions
- Assists with training and development after selection
- It is an ideal platform for all the stages

Content

- So, what should a person specification look like? May vary from job to job, from organisation to organisation.
- Start with a job description. Key tasks, objectives, responsibilities
- Next is required skills, knowledge and qualifications.
- Can he handle pressure?
- Can he motivate a team?
- Typically person specification should be divided into a number of different headings

Qualifications

- What qualifications would the ideal candidate possess?
- What level of education are you looking for? (Not all universities are equal in education)
- Add desirable additional qualifications
- Do not be tempted to employ an overqualified person, who might become bored quickly and leave.
- An under qualified person may not be able to do the job and also feel pressurised.

Skills and Abilities

- What specific skills or abilities are required for the ideal candidate?
- Will the ideal person need to be a self-starter, a team member, or both?
- Will they need to negotiate keenly with suppliers?
- Do they need to give presentations?
- Do they need to solve problems?
- Does the work involve precision/manual dexterity?
- Imagine the perfect candidate: what skills would they have?

Experience

- This is another area where you should apply caution.
- Be realistic, some jobs require no experience, some jobs require many years of experience.
- Someone with a lot of experience may become bored quickly and leave.
- The ability to do a job is not simply the amount of years spent doing it, someone with wider rather than longer experience may be more useful.

Personality

- Does the role involve a degree of pressure?
- Patience?
- Many roles involve decision making.
- Locus of control? (External/Internal)
- Big 5 personality factors

Big 5 Personality Factors

- **Extroversion**: The degree to which a person is sociable, talkative, assertive, and comfortable with interpersonal relationships.
- **Agreeableness**: The degree to which a person is able to get along with others by being good natured, cooperative, forgiving, understanding and trusting.
- **Conscientiousness**: The degree to which a person is focused on a few goals, thus behaving in ways that are responsible, dependable, persistent, and achievement oriented.

Continuing...

- **Emotional stability**: The degree to which a person is calm, enthusiastic, and secure rather than tense, nervous, depressed, moody, or insecure.
- **Openness to experience**: The degree to which a person has a broad range of interests and is imaginative, creative, artistically sensitive, and willing to consider new ideas.

Locus of Control

- An individual's personality influences a wide variety of work related attitudes and behaviours.
- **Locus of control**: The tendency to place the primary responsibility for one's success or failure either within oneself (internally) or on outside forces. (externally)

Internal Locus of Control

- Some people place the primary responsibility within themselves, they feel in control of their own fate.
- These people have a high *internal* locus of control.
- These people are **easier to motivate**.
- They are **better able to handle complex information and problem solving**, are **more achievement oriented** but
- are also **more independent and more difficult to lead**.

External Locus of Control

- Other people believe that events in their lives occur because of **chance, luck or outside people and events.**
- They have a high *external* locus of control.
- They are **harder to motivate**
- but **easier to lead**

Physical Characteristics

- What should the general appearance be like?
- How about health?
- Need good eyesight or hearing?
- Strong, able-bodied?
- List the physical requirements of the role.
- Be objective and flexible.
- Don't discriminate on grounds of age, sex or disability.

Style

- Mark the essential and desirable ones separately
- Describe everything clearly, precise, unambiguous.

Checklist

- Do you understand fully the requirements and responsibilities of the position you need to fill?
- Could you describe why this role is important to the organisation and how it relates to other team or department roles?
- Have you compiled a job description for the role?
- Have you considered what skills, knowledge and experience the ideal candidate is likely to have?
- Have you put together a person specification?

Establishing the Terms of Employment

- **Part-time or Full-time:** Good idea to consider the terms of employment that you can offer by looking at the amount and intensity of work.
- **Advantages of part-time staff:** More flexible about hours, can cover peak times, opportunity to cover sick-leave, holidays and other absences. Better than paying overtime to full time employees.

Continuing...

- **Disadvantages of part-time staff:** May be harder to recruit, do they work elsewhere, etc...
- **Short-term contracts:** Not permanent, fixed period. (e.g. technology catching up, not having to pay separation pay)
- Maybe the position is hard to fill, filling it with someone you are not sure about.
- The danger: They may not last the whole duration.

Cont...

- **Job sharing:** When two people share roles for a responsibility, to achieve certain objectives.
- Generally it is the same pay and conditions for the 2 people sharing the job with different abilities but you do not have to.
- Good recruitment involves considering every option available.

Using Freelancers

- They are **self-employed workers (experts)** that you can call upon when you need them, to perform specific, finite tasks for your organisation which does not demand a full-time employee and not appropriate for a part-time one.
- E.g.: Technical problems, prepare a website, fix the roof, temporary plumbing problems, external audit for the accounts, training...
- They will not appear on the staff pay list. They are generally more expensive.

Finding Freelancers

- They market and sell themselves...
- **Internet:** Type freelance with the area you are looking for. (like sales, or design)
- One of the most popular is www.elance.com (The site has a useful category of listing)
- Issue them with a contract, manage their work like they are salaried staff.

Salary Ranges and Scales

- Before you start recruitment, you need to be clear on pay.
- Larger organisations have comprehensive salary bands and scales in place reviewed annually.
- The level of responsibility of the role
- The contribution of the role towards sales or profit goals
- The skills and experience required for the role.

If your organisation does not have a fixed system:

- What was the outgoing job holder's salary?
- Did the issue of salary contribute to the departure of the outgoing job holder?
- How important is this role to the objectives of the department/team/organisation?
- What level of responsibility does this role carry?
- What skills/experiences are you looking for? Are they hard to find?
- What do your competitors pay for similar role?
- What salaries are offered in classified advertisements for similar roles?

Pay the Staying Rate not the Going Rate

- If you want to recruit motivated, loyal employees, then you pay the staying rate, not the going rate.
- Going rate is what everyone else pays.
- That's fine if the skills required are easy to find but recruitment is an expensive process.
- Consider an upper and lower band that is fair, that will encourage the most skilled and able to apply. Remain flexible.

Checklist

- Are you looking for part-time or full-time employees?
- Should you offer a short term contract?
- Is the role suitable for job sharing?
- Would using freelancer be effective?
- What salary range scale will you offer?

Attracting Applicants

- Recruiting internally
- How to advertise internally
- How to reject internally

Transfers and Promotions

- Before spending Money advertising, have a look around.
- Your new recruit may already be working in your organisation.
- **Advantages:** you already know his/her performance, strengths and weaknesses, loyalty and commitment, adaptation to the organisational culture. Save time and expense. Motivating for other staff.
- **Challenges:** recruit the most suitable, not the one next in line. Still, go through formal and fair recruitment procedure, giving everyone a chance.
- Strike a balance between bringing fresh, new ideas and retain good employees.

Advertising Internally

- **Use:**
- Noticeboards and bulletin boards
- Company newsletters
- Internal e-mails
- Company intranet
- Memos and circulars
- Direct approaches

Rejecting Internal Candidates

- Disgruntled employee
- Morale and confidence?
- Take time to explain why, which skills are missing
- Do not discourage to apply to other roles
- Discuss specific training

Other

- **Turning temporary staff into permanent:** Extremely effective
- **Retirees:** They may want to retire and carry on part-time, return as a consultant or contractor. (They already know the work ethic of your company)
- **Former employees:** some companies never re-employ. (unless health or maternal) This depends on why they left in the first place.
- **Referrals:** your own staff refers them. (Recommendation) they should apply through the official channels.
- **Drop-ins:** people will just drop in and leave a CV

Using Agencies

- **Specialist Agencies:** Recruitment agencies. They will need a careful briefing. They will be experienced in interviewing, assessing CV's, industry knowledge. Extremely expensive. Briefing is time-consuming.
- **Choosing the right agency:** Start locally. Look at newspapers. Use internet.
- **Give feedback:** Whether the employee is the right one or the wrong one, give feedback.
- **Agency costs:** For full-time employees they usually charge a percentage of the annual salary of the employee. (Average: 10%) Shop around.

Headhunters (Executive search consultants)

- For a senior position
- They are industry specialists
- They have contact databases
- Expensive (at least 1/3 of a year's salary)
- You are paying for expertise
- Find out what extra costs may incur. What if they cannot find the right employee.
- What if the employee leaves in 6 months?

Cont...

- They take a long time to find the right person
- They are not always successful
- Sometime can be wasted...

Other

- **Job centres:** people who are already working hardly visit job centres. Free of charge. For less skilled people.
- **Job fairs:** If the vacancy is not urgent. Career events run by colleges. Extremely effective.
- **Clubs and societies:** eg Chartered Institute of Marketing, Institute of Personnel and Development...

Cont...

- **Schools and Colleges:** For unskilled and inexperienced staff. Pool of candidates. Cheap. You can mold them into your organisational culture.
- **Open days:** you open your doors for candidates to visit, see your premises, talk to people, take catalogues. Inexpensive.
- **Internships:** Part-time roles offered to students while they are still studying.

Online Recruitment

- There are hundreds of recruitment sites. So where do you begin?
- How can you be sure your vacancy will be seen?
- Use your own company website.
- Use dedicated recruitment sites.
- Use media sites. (National newspaper)

Cont...

- **Advantages:** time efficient, not costly, broader pool of candidates, accross continents, modern, forward-looking, arguably the best way
- **Disadvantages:** Most job hunters may look at traditional recruitment media. Not everyone has Access to internet. Easy to apply, so you may have too many applications.

Cont...

- Which online agencies: There are hundreds, 3 big ones
- www.monster.co.uk
- www.fish4jobs.co.uk
- www.workthing.com
- Make yours stand out

Checklist

- Have you posted details of your vacancies on your organisation's intranet or website?
- Have you considered using an online recruitment website?
- Are your press recruitment advertisements replicated on the newspaper's website?
- Have you researched which web agencies would best suit your needs?
- Could you write an online recruitment advertisement?

Further Communication

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