

HUMAN RESOURCES

LECTURE 2

ELADIA POSTHILL

31/03/2021

2. Human Resources

- Recruitment Advertisements – how to make them stand out
- Value for Money
- Measure Effectiveness
- Design an Application Form
- What App Forms can tell you about the Applicants
- Short-listing
- Deal with High Response
- Rejection of Unsuitable Candidates

3. Recruitment - Internal

- Purpose – primary means of recruitment
- Internal – External
- **Internal** Advantages & Disadvantages
- Quick, Effective, Cheaper, Opportunities for promotion, mobility to different departments, staff motivation
- Reaction on rejection, psychology
- The ‘Peter Principle’

4. Recruitment - External

- Well-crafted ad essential to recruitment of right applicants
- Depending on the position, should include SOME of the following:
- Concise Summary of Job?
- Information about company – however minimal?
- Years of experience?
- Minimum education of vocational qualifications?
- Required documents?
- Preferred method of application. App Form + CV?

5. Effective Job Add

- Creative Job Title
- Relevant Key Words
- Concise description of requirements
- Personal, relatable tone?
- More Formal Tone?
- YOU HAVE TO KNOW THE COMPANY'S CULTURE
- It is NOT a Job Description!

6. Job Advertising

MEANWHILE in OXFORDSHIRE **MAKESPACE OXFORD** 

Makespace Oxford are looking for collaborative and agile individuals, ready to roll up their sleeves on a new programme transforming empty high-streets across the county into vibrant spaces for creatives, makers and doers.

Roles available:

Strategic Director (£36 - £40K) F/T

Programme Lead (£32 - £36K) P/T

Communities Delivery Manager (£29 - £32K) F/T

Comms & Marketing Manager (£29 - £32K) P/T

Communities Coordinator (£27 - £29K) P/T

Facilities Coordinator X 2 (£27 - £29K) F/T

Applications close: Midnight 6th April

<https://makespaceoxford.org/careers/>

7. Add (1)



D'OVERBROECK'S

We are looking to appoint a

Administrator

We are looking to appoint an Administrator who will be the first point of contact for all visitors to d'Overbroeck's 7-11 section. You will be a part of the administrative team and play an important part of the overall support for Students, Staff and Parents.

To start as soon as possible.

Details of the post and an application form are available on our website: www.doverbroecks.com/posts.

Closing date: 9 April 2021

d'Overbroeck's is committed to safeguarding and promoting the welfare of all its students. An enhanced DBS check is a pre-requisite for all appointments.

8. Add (2)



FT Cherwell Winter Beds Support Worker

Charity and social enterprise Aspire Oxford seek a full-time GROW (Giving Real Opportunity for Work) Support Worker, for a new developmental role in collaboration with Cherwell District Council. The post-holder will shadow the Cherwell Winter Beds and Cold Weather Service Support Worker as a GROW worker in training, empowering beneficiaries to engage with support agencies around their housing and homeless prevention needs.

This role will provide opportunities to learn and develop new skills for future employment. Applicants with 'lived experience' of a barrier to employment, such as homelessness, addiction or offending histories, are strongly encouraged to apply.

For more information, please visit:
www.aspireoxfordshire.org/current-roles.

Please apply by sending your CV and a covering letter to Claire Broome at claire.broome@aspireoxford.co.uk by midday on Friday 9th April 2021.



DRAGON SCHOOL, OXFORD

A fantastic opportunity for a dynamic and creative marketer to join this renowned Prep School.

MARKETING OFFICER

Dragon School is looking for an experienced individual to join the Marketing and Admissions team as Marketing Officer. The successful candidate will be responsible for planning and executing a wide variety of marketing activities in line with defined strategic objectives.

We currently also have vacancies for:

FULL-TIME MAINTENANCE OPERATIVE (ELECTRICIAN)

HEALTH & SAFETY OFFICER

To discuss these exciting roles, call Tammy Heavens on 01865 315556.

For more details and to apply for any of these roles, please see: <https://dragonschool.current-vacancies.com/Careers/dragon-school-1479/>

Closing dates:

Marketing Officer: 7th April 2021 (at midnight)
Interviews planned: Week commencing 12th April

Electrician role: 5th April (at midday)
Interviews planned: Week commencing 19th April

Closing date for H&S Officer role: 16th April
Interviews planned: Week commencing 26th April

The Dragon School is committed to safeguarding and promoting the welfare of children. The successful

10. Add (4)



MERTON
COLLEGE
OXFORD

LODGE PORTER - NIGHTS

Permanent position with permanent night shift pattern. The working hours are 42 per week on a '3 days on and 3 days off' cycle.

Salary: £24,499 (£11.21/hr) after probationary period.

Plus £1000 night shift allowance.

You will be naturally personable and be able to demonstrate experience of working in a public facing role that required problem solving skills alongside providing exceptional customer service.

Excellent benefits package: 7.6 weeks holiday, membership of the OSPS pension scheme, private medical cover, meal allowance and car parking.

To apply, please visit

merton.ox.ac.uk/about-merton/vacancies

The closing date is
9am 30th March 2021.

*Merton College is an Equal
Opportunities Employer.*



11. Add (5)

**ADVANCING
INTERNATIONAL
EDUCATION AND
UNDERSTANDING**



A day and boarding college for 350 students, aged 15+ from over 42 countries.

HEAD OF ENGLISH & TEACHER OF ENGLISH

**BOTH POSITIONS ARE PERMANENT, FULL TIME CONTRACTS
REQUIRED FOR LATE AUGUST 2021**

**(TEACHER OF ENGLISH: WOULD CONSIDER PART TIME APPLICANTS
AVAILABLE TO TEACH A SIGNIFICANT FRACTION OF A FULL TIMETABLE)**

Sixth Form College in North Oxford seeks exceptional English teacher to teach students studying on the International Baccalaureate Diploma, Pre-IB and the IGCSE Middle School Programme.

Previous IB teaching experience is not required.

Students are highly motivated, class sizes are small, working conditions are exceptional.

Competitive Salary & Excellent Benefits.

**Full Job Description and the College's standard
application form can be found on our website:
www.stclares.ac.uk/contact-us/recruitment-and-careers/**

**Applications should be emailed to:
recruitment@stclares.ac.uk**

Closing Date 9am Monday 29 March 2021

St Clare's is committed to safeguarding children and all posts are subject to an enhanced DBS check and satisfactory references. Charity No. 294085. Please note CVs will not be accepted.

Advancing international education and understanding.



ST CLARE'S OXFORD

12. Add (6)

Catering Services International
Recruiting Now!

Temporary and Permanent Positions



**Chefs • Weekend Event
Staff • Catering Assistants •
Kitchen Porters**

01865 592777

oxford@catserv.co.uk

Clarendon House, 52 Cornmarket Street, Oxford

13. Add (7)



SureCare 
For life's journey

**FUTUREPROOF YOUR CAREER,
WITH A CAREER IN CARE**

Now Recruiting Care Workers,
Fixed Shifts & Guaranteed Hours!

At a time where the elderly in our local community need our help most, we are 'Key Workers' supporting the NHS. £10.50 per hour, plus double on bank holidays. All training and shadowing fully paid, uniform and PPE provided free.

Call us on 01235 798867 or email
apply@surecareoxfordshire.com today!

**£750* welcome bonus for full time
experienced care workers who drive!**

14. Add (8)



Independent day and boarding school
for boys aged 4 – 13 years.

PART-TIME SCHOOL RECEPTIONIST

We are seeking to appoint an experienced part-time receptionist to provide a professional and welcoming first point of contact to visitors to the school. You should have excellent interpersonal, communication and organisational skills to assist with the smooth running of the reception. This varied and demanding role requires the ability to work under pressure and present a calm and courteous manner.

For full details, please visit
www.summerfields.com/contact-us-/recruitment
or call 01865 459238

Summer Fields is committed to safeguarding and promoting the welfare of children. Applicants must be willing to undergo child protection screening, including checks with past employers and the Disclosure and Barring Service.

15. Add (9)



Chandlings
PREP • OXFORD

**Independent Co-educational Day School
Nursery - 11 years**

MFL Teacher

**Maternity cover from September 2021
Full-time maternity contract of up to a year**

This is an exciting opportunity for an outstanding teacher to make a significant contribution within our high achieving Prep School. Applicants must be able to inspire a love of languages and have a hardworking and fun disposition.

Please email for an application form &
job description to Mrs Susan Brennan
sbrennan@chandlings.org.uk

Closing date for applications Sunday 18 April 2021

Chandlings is committed to safeguarding children. All post holders in regulated activity are subject to appropriate vetting procedures and a satisfactory 'Disclosure & Barring Service Enhanced Check'

Chandlings Prep School, Bagley Wood, Oxford, OX1 5ND

16. Job Add

- Job Title – make it attractive
- Location – how long will it take to get to work
- Qualifications: education, skills, *Drivers License*
- SELL THE POSITION: (benefits, work hours..)
- Summary: duties
- Promote the Company: values, impact of position
- Directions for Applying

17. Value for Money (1)

- Calculate budget beforehand.
- Cost of Recruiting vs. value salary
- Cost will be affected by: National/local newspapers
- Trade and professional magazines
- Job centres
- Commercial employment agencies which will provide shortlists of candidates (they do the advertising and shortlisting removing administration time and cost – but expensive)

18. Value for Money (2)

- Specialist careers centres (army)
- University 'milk-rounds'
- Local radio, internet, social media sites
- Internal newsletters, notice boards, billboards
- Word of mouth
- Headhunting (recruitment consultants seek right person)

19. Measure Effectiveness

- Keep track of where you advertise – not only cost but also:
- How many responses
- Efficiency/Accuracy/Suitability of Candidates Applying
- Keep checking and Recording results for future recruitment

20. Recruitment (1)

- Let's re-cap:
- Recruitment plan in place: where, timelines.
i.e. if you plan to advertise in a trade journal, know their deadline.
- Country's economy: if high unemployment, you'll receive more applications
- Be prepared. Anticipate.

21. Recruitment (2)

- Your own Website? Recruiters? – agencies, professional organizations, websites, trade journals.
- Executive Search Firms: high-level positions (might charge 10%-20% of first year salary!!)
- Temporary Recruiting or Staffing Firm.
- Corporate Recruiter.
- University campus
- Professional Associations

22. Recruitment (3)

- Trade/Labor Unions
- Websites: company's own, +
- Social Media
- Annual Events
- Special/Specific Interest Groups
- Current Employees Referrals
- **DON'T FORGET BUDGET!**

23. BUDGETING (1)

- How effective?
- Yield/Ratio = % of applicants from one source who make it to the next stage in the selection process (e.g., they get an interview).
- Example: 200 CVs received from a professional organization advert; 52 make it to the interview stage. This means a 26 percent yield ($52/200$).
- By using these calculations, we can determine the best place to recruit for a particular position.

24. Budgeting (2)

- Note, too, that some yield ratios may vary for particular jobs, and a higher yield ratio must consider the cost of that method, too. For an entry-level job, campus recruiting may yield a better ratio than, say, a corporate recruiter, but the corporate recruiter may have higher cost per hires.

25 Application Forms (1)

- Be realistic and appropriate to the level of the job
- Use clear language
- Ensure they are tested for reliability and user-friendly
- Not request personal information unless is relevant to the job
- State the procedure for taking up references, how these will be used and when they'll be taken

26. Application Form (2)

- Details of the job and clear information about application and selection procedure
- Enable the organisation to draw up a shortlist of candidates
- Provide a source of information to draw in interviews

27. Application Forms (3)

- Help track how applicants found out the position (enables a review of the effectiveness of recruitment methods used)
- Provide a store of information about good but unsuccessful candidates that can be referred to in the future

Additional Adds

TRINITY COLLEGE
OXFORD



PERSONAL ASSISTANT TO THE PRESIDENT

Applications are invited for this senior post, which will become vacant at the end of March 2021. Excellent administrative, secretarial, communication and interpersonal skills together with flexibility are essential for this high profile, busy and responsible position.

Working both independently and as a member of a team, you must be able to manage a large and varied caseload, developing and delivering a range of initiatives when required.

This permanent 30 hour a week post offers a salary of £29,600 p.a. (full time equivalent of £37,000). You must hold a degree or equivalent, and have substantial experience. The post provides for 24 days annual leave (plus bank holidays) and benefits include a pension scheme and free lunches.

To apply, please email
jennifer.cable@trinity.ox.ac.uk
with your CV and a covering letter. Details of the post can be found from the College's web-site:
www.trinity.ox.ac.uk/vacancies

The closing date for applications is **noon on Friday 19 February 2021** and interviews will be held on 25 and 26 February.

The College is an equal opportunities employer.



Oxford

COMMUNICATIONS ASSISTANT

Salary: £22,417 - £25,941 per annum

Exeter College (part of the University of Oxford) is a high-quality education provider, with a diverse and international audience. On a day-to-day basis, our communications team engage with alumni and donors, prospective students, internal clients, and public relations.

This new role is hands-on, extremely varied, and all about creating awareness and engagement across a range of media and audiences. The College is investing significant resource in expanding its Communications activities: as such, this role represents a fantastic opportunity to be involved in building and shaping the function, and to play a central role in driving our Communications activities forward.

Working with the Head of Communications, you will create engaging and relevant content for a wide range of audiences, maintaining and developing the College's social media presence across a number of platforms, updating the College website (using WordPress), monitoring website traffic, and using analytics tools to report on performance. You will also use your creative skills to produce inspiring print and digital assets, including short films, photography, news bulletins and College publications.

The role would suit someone who has excellent content/copywriting skills, with the ability to create content for maximum engagement. Strong attention to detail is a must, as is a good understanding of social media and digital technologies (including analytics tools). You will ideally have some experience working in a digital marketing or communications role, and experience of using the Adobe Creative Cloud; however, of greater importance are your interpersonal and team-working skills, and your ability to successfully manage a busy and constantly changing workload.

In addition to salary, we offer a range of generous benefits. For more information, please email vacancies@exeter.ox.ac.uk, or visit our website at www.exeter.ox.ac.uk/vacancies/communications-assistant.

Closing date: midday on Monday 22 February 2021.

We are an equal opportunity employer and values diversity

28.Short-Listing (1)

- Mechanisms put in place to receive applications-- via email, an Applicant Tracking System (ATS). Human Resource representatives to review the applications and eliminate candidates who do not meet the minimum requirements for the position or the company more generally
- Once a batch of qualified applications are assembled, the hiring staff should review the remaining candidates and identify those they want to interview.

29. Short-Listing (2)

- 1st stage. Rejection of obvious candidates that do not meet specifications
- And HOW do you know that? All you have is a filled-in Application Form
- IF PROPERLY DESIGNED, CAN SAVE YOU TIME, MONEY AND HIRING THE WRONG EMPLOYEE OR AVOID REJECTING A GOOD ONE!
- Have your team in place. They all have the same rules and specifications.

30. Short-Listing (3)

- Identify:
 - A) Essential requirements
 - B) Desired (Additional)
 - C) Extra
- Look carefully at Cover Letter
- Look carefully at Space Provided to tell you about themselves
- Now you are ready for First Screening: phone interview?

31. Rejection - Screening

- Send Rejection letter asap
- Professional
- Send letter to those identified for 1st screening to tell them they are moving forward
- Phone Interviews: Initial screens or interviews are an essential part of the hiring process. **They offer employers an efficient way to identify the candidates that do not possess the requisite skills and/or comportment for the available position and remove them from the job search.**
- Phone screens typically last around 15-20 minutes and usually consist of similar questions.

32. Phone interviews – 1st Screening

- Background
- Screening questions typically start with a candidate's background. Background questions allow employers to verify that candidates have the requisite skills, experience, and qualifications for the position.
- Common background questions include:
 - Tell us about your employment history?
 - What were your responsibilities in your last job?
 - What major challenges did you face in your last position, and how did you address them?
 - Why are you leaving your current position?

33. Screening (2)

- New Job Requirements & Responsibilities
- Questions about the available position allow employers to gauge your qualifications for, interest in, and plans for your potential new role.
- Common questions in this category include:
 - Are you still interested in this position?
 - Why do you want this job?

34. Screening (3)

- What relevant experience for this position do you have?
- What attracts you about this position and our organization?
- The requirements for this position include x, y, and z. Briefly describe how you meet each of these requirements.
- What is your biggest professional accomplishment, and how do you think it pertains to this position?

35. Screening (4)

- Questions about the candidate
- After an interviewer inquires about a candidate's background and verifies that they meet all of the qualifications for the position, phone screens typically transition to specific questions about the candidates themselves-- their expectations, career plans, ideal work environment, and so forth.
- Questions in this category include:

36. Screening (5)

- What are your salary expectations at your next position?
- Where do you see yourself in five years?
- What is your greatest strength?
- What is your greatest weakness?
- What is your ideal work environment?

37. Screening (6)

- Questions for the employer
- Finally, phone screenings often conclude with interviewers asking interviewees if they have any questions. As a job applicant, it is imperative you prepare questions for the interviewer about the role and the organization in advance. Declining to ask any questions when afforded the opportunity to do so is a major red flag for employers.

38. Screening (7)

- Here are some suggestions for strong questions to ask your interviewer:
- About the Job
- What does a typical day look like in this position?
- What are the short and long term goals for a new hire in this position?

39. Screening (8)

- About the Organization
- Why do you enjoy working here?
- How would you describe the organizational culture?
- What are the companies goals, both short and long term?
- What have been the most significant recent challenges the organization has faced?

40. Screening (9)

- About the Hiring Process
- What are the next steps in the hiring process?
- When can I expect to hear back about next steps?

41. Screening (10)

- Industry/Job-Specific Questions
- While the above list covers the general questions asked in a phone interview, each industry has its own set of questions tailored to their profession.
- For Example:
- Project Managers: What management tools and strategies do you employ? How do you quantify performance, relative to your competitors? How much money have you saved your company in your current position?
- Sales Managers: How do you measure performance? How do you measure your team's and your own performance?
- Salespersons: What is the greatest obstacle in closing a sale?
- Managers: Describe your management style?

42. Screening (11)

- Red Flags
- Here is a list of 'red flags' for the phone screen.
- Employers should be on the lookout for these common behaviours, which indicate a candidate might not be the best fit for your role.
- **Lack of enthusiasm** - a lack of enthusiasm in the interview likely means a lack of enthusiasm for the position
- **No questions for the interviewer** - no interest in learning more about the position and the company could mean no interest in the position or the company.
- **Distracted during phone interview** - a lack of focus could mean a lack of interest. It could also be indicative of the candidate's work ethic.
- **Negative comments about former employers** - criticizing former employees shows a lack of professionalism. It also shows, potentially, an inability to take responsibility for professional missteps.

43. Screening (12)

- **Too much focus on money**, benefits and perks - employers are looking for someone who is passionate about joining their organization and filling the available role. If a candidate focuses mostly on salary, vacation, work benefits, etc. it suggests that they are not truly interested in the organization, which is not a good indicator of long-term success.
- **Other inappropriate behaviour** - cursing, inappropriate comments, or other examples of unprofessional behaviour are obvious signs a candidate is not right to join an organization

44. Rejection (1)

- Part of the recruitment process. Unfortunately, you will always have to turn down more candidates than you hire.
- However, how you dismiss candidates speaks volumes about your company and its culture. Bad rejection practices can seriously damage your company's reputation and that all-important employer brand!
- Research conducted by Jobbio found that 82% of people would not work at a company with a bad reputation. With so much riding on the process, you really can't afford to mess it up. Here's how to reject a candidate without hurting anyone's feelings.

45. Rejection (2)

- **Let the candidate know ASAP**
- Many hiring managers wait until the end of the hiring process before they notify unsuccessful candidates. Some even wait until their new hire has started work. This is just disrespectful.
- Your candidate may be delaying applying for other roles or even turning down offers in the hope of securing the job at your company. Once you have made your decision, let the applicant know. Put them out of their misery as quickly as possible. Respect other people's time and they are more likely to respect yours

46. Rejection (2)

- **Pick up the phone**
- If you've spoken to the candidate on the phone previously, you really should give them a call to let them know that they are not the right person for the job. Emails can often seem cold and impersonal. Take a few extra moments out of your day and pick up the phone.
- Always thank the candidate for the time and effort that they put into their application. Let them know that you have already offered or are planning to offer the job to someone else but you appreciate their interest. It's also a good idea to send them an email reiterating this information so they have a record of the conversation.

47. Rejection (3)

- **. Keep it brief**
- Explain in one short sentence or paragraph why you're declining the applicant, for example, "Although we were very impressed with your skills, we have decided to go with an applicant who had more hands-on marketing experience." This will give them an idea of the areas that they need to work on without entering into a long and lengthy discussion.
- It is a good idea to always include a few positive points as well. You shouldn't sugarcoat things but it is important to not come across as overly negative. Remember you want to be firm but fair.

48. Rejection (4)

- **. Personalize, personalize, personalize**
- Nothing says “we don’t care about you” more than a stale rejection email or cold phone call. Always include the person’s name and mention things that you spoke about during your interview. Remember you are dashing this person’s hopes so the least you can do is treat them with respect and consideration. Treat others the way you want to be treated.

49. Rejection (5)

- **. Be honest**
- Now is not the time to start making false promises. If you are genuinely interested in staying in touch with the candidate then finish off your phone call or email with an offer to stay in contact about upcoming roles.
- save their details for future reference.

50. THAT'S IT

BIG

THANK YOU!

