

The company's key

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The company's key strategic priority is to better meet the challenges of the future through innovation with integrity. Advertising is low-keyed therefore in order to achieve the core purpose or mission depends on the individual person. To achieve their mission, the company has found that the use of a combination of selection methods is best. It is thought that a better assessment of the applicant can be made. The selection methods used are the interview, psychometric tests, PWC jobs (internet) and applications letters and CVs (resumes).

Ms. Garcia, the Human Resource (HR) manager, mostly selects the candidates but at her request, the departmental manager, for whom the candidate is hired, is asked to sit in on the interview. This is done especially if the criteria posted for a job is technical. For example a job posting for an Information Technology position. This is done because she may not understand the jargon used by the applicant. Although this is done, not more than three persons sit in any given interview. These managers may have a final say in the hiring of the applicants. The interview conducted is structured.

The HR manager inferred that the range of questions asked in the interview is accomplished through years of experience. The psychometric assessment is the last method used in the selection process. Psychometric assessments purport to measure psychological characteristics, including personality, motivation, career interests, competences and intellectual abilities. A. S. Brydens has been using psychometric assessments for 8 years. Top management, were as the Human Resource Manager said, " the guinea pigs

for the psychometric assessments". The Board of Directors, after seeing the results, i. e.

that the personalities shown by these assessments actually matched the persons they knew, implemented this method of selection. They have found that the use of this method displays parts of the individuals that can be well hidden in an interview. Application letters and CVs are used, but information given has to be checked. Pwc jobs is done over the internet.

PriceWaterHouseCoopers provides this service, where a list of credentials for many persons can be found. Brydens has to pay to access this into. The selection criteria that the company uses is formal education, experience past performance and personality types.

This criterion is based on validity and reliability. Validity means that there is proven relationship between the selection device and some relevant criteria to differentiate among applicants and job performance (Zikmund, 2000).

Validity therefore helps to determine whether or not the method achieve its purpose in distinguishing the most suitable applicants from the others.

Reliability is the consistency of your measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects. In short, it is the repeatability of your measurement.

A measure is considered reliable if a person's score on the same test given twice is similar. It is important to remember that reliability is not measured it is estimated. The selection processes, which are supported by written policies and procedures are fully developed, approved and periodically reviewed and

evaluated. It was stated that the benefits that can be derived from having such a careful and strategic selection method are high performers that can lead to achieving the goals and objective of the organisation and gaining the competitive edge desired.

The selection process is not viable if job postings are not developed properly. Job vacancies are made via the newspapers and the PriceWaterHouseCoopers website. Most job posting are developed from a current position description or recent job analysis, and identify the essential knowledge, skills, abilities, education and experience needed to perform the job. There are controls in place to ensure that all documentation of the selection process is available, accurate and complete which are applications, resumes and test results. The applicants must produce original certificates and reference checks are also made.

This is always done as misrepresentations of applicants' credentials can hamper the selection process or the desired result if one such person is hired. In order to counteract common interview errors, manager are given verbal advice from Human Resource manager. After the successful candidates are selected the HR manager still has a responsibility to the rejected candidates. The HR manager either speaks directly to these candidates or posts them a letter, giving them the opportunity to re-apply at a later date. The HR manager has to use effective methods to evaluate the human capital to ensure that the company's strategic objects are met.

Discussing the present workforce and future needs of the organization with the various managers does this. They have now started to use succession

planning. At these various forums, any problems, which the managers encounter with the new employees, can be rectified. The newly selected employees are continuously trained throughout their entire work-life at Brydens. This is done to ensure that the human capital is being adequately utilized to provide Brydens with the sharp competitive edge needed in the market arena. A. S. Brydens & Sons Ltd.

makes provision for a probation policy for the newly selected employees. This probation period lasts for 3 months. During this period the employees' performances, their attitudes with other employees and managers, and their abilities or capabilities are assessed by the managers of the respective departments. After this 3- month period the reports of the employees are analyzed and the HR Manager decides if these employees will remain in the organization. Training and development are vital to this process and for example, during 2002, investment was made in several programs for managers and employees.

These training sessions include both in-house and external. For the external training, the company sends the employees on various courses. These may include Customer service, Financial, Occupational Health and Safety, which can be done at BIMAP. Selection does not occur regularly as the company has a low staff turnover rate. After being hired, the person is also required to have a medical exam. From the analysis of the facts, it appears that the role of Selection in Strategic Human Resource Planning is a source for gaining a competitive edge.

The company has found that the way for them to achieve success is for each individual to play their respective parts in the daily tasks of the company.

Brydens has placed great emphasis on working continually to cultivate leadership-oriented managers and motivated employees to carry out its mission and ensure its future success. Training and Development are vital to this process. (A. S Brydens and Sons [Barbados] Limited. Annual Report, 2000) It appears that they have identified the Selection process as a means to choose the right person for the job.

From the analysis of the findings, it is shown that A. S Brydens and Sons Limited has well documented and attainable goals, which coincide with their Mission Statement, as set out in their pamphlet, " Introducing a NEW Brydens - Innovation with Integrity! " It appears that they use a combination of selection methods, to achieve a better assessment of the candidate, and that they base their Selection process on validity as well as reliability. The application offers and curriculum vitas (CSV's) and the Pwc jobs will show the qualifications and work experience the person possesses.

The psychometric assessments will show any hidden subconscious behaviours and also identify any specific behavioural traits associated with the individual's personality. The empirical data from these assessments would provide objective evidence to justify any decisions that were made. Users argue that they provide valuable evidence, which is not revealed by other methods. There is a widespread belief that they are somehow objective, contrasting strongly with the subjectivity of interviewing. The

results from these assessments are numerical, and this allows for direct comparison of applicants on the same criteria.

From the research, it is shown that the Human Resource Manager uses a structured interview system. Research shows conclusively that the highest reliability and validity are realised in the structured interview system. (Fisher et al, 1999) It appears that most of the job postings are developed from either a current position description or recent job analysis. This facilitates the development of the essential characteristics necessary for an individual to perform a job and to make the most objective final selection decision.

From the analysis of the facts, it appears that the core selection criteria the company uses are Formal Education, Experience, Past Performance and Personality types. This is evidenced by the fact that most of the current position descriptions or job analyses identify the essential knowledge, skills, abilities, education and experience needed to perform the job. The research identified that the candidate or applicant has two (2) interviews along with a psychometric assessment before the final choice is made.

From the research, it appears that cost does play a role in the choice of the Selection method used. This also depends on the level of the position. For example, more cost is placed in the selection of a manager than for a line staff member. Cost is mainly attributed to the psychometric assessments and the use of the internet in assessing the pwc jobs as the methods used in the Selection process. The research identified that the Selection process is supported by written policies and procedures that are fully developed, approved and periodically reviewed and evaluated.

This ensures that all applicants have an equal chance of being chosen for the position offered. It also ensures that there are controls in place to ensure that all documentation of the Selection process is available, accurate and complete. From the analysis of the facts, it appears that these would be applications, resumes (CV's), test results and interview questions. The research identified that the controls associated with the Selection process also ensures that all applicants hired meet the posted minimum qualifications of the position.

It was shown that candidates or applicants had to produce original documentation of certificates and the company always conducted thorough reference checks. A. S Brydens, as identified in the research, derived benefits from having a careful and strategic Selection method. These included, finding the right fit for the job, high performances, achievement of goals and objectives, accomplishment of their mission statement and gaining the competitive edge in the market. From the research, it appears that solely the Human Resource Manager conducts most of the interviews.

However, during the research, it was also revealed that at times the Human Resource Manager requests the presence of the manager, related to the specific job area, which the candidate is applying for. For example, if the candidate applied for a technical job (IT position), the IT Manager would be present at the interview so that he could interpret any technical jargon that the Human Resource Manager would not be familiar with. The research identified that as soon as records are created or personnel action is taken,

the applications, resumes and other applicant information is recorded for at least two (2) years.

This information is kept in a manual file system. It was identified in the research that the Human Resource Manager is present during the interview process to reduce the effects of any Common Interview errors, such as Stereotyping, The Halo Effect, Me-As- Standard, First Impression, Interviewer's knowledge of the job and Contrast Error. The Human Resource Manager offers verbal advice to the managers and interviewers regarding Selection laws and regulations. Offering processes that encourage people to apply and treat them fairly, quickly and well throughout the selection process.

Understanding that any applicant - even those that you may reject - should come away with a positive impression of your organisation. From the research, it was identified that the human capital is evaluated to ensure that the company's strategic objectives are met. This is done by discussing the present workforce and future needs with the managers. From our analysis of findings, it shows that the Selection process does not end at the hiring of the candidates, but that it also incorporates a Probationary Policy for the employees, which is three (3) months.

It was said that at the end of the Probation period, that if the applicant is not performing up to standard, and then they would be dismissed. In the analysis of the facts, it was shown that ensuring the human capital provides the company with its desired competitive edge by providing continuous training and allowing for personal development of staff. This was shown by the fact

that staff is encouraged to pursue further studies and were allowed study leave of two (2) days for each examination. The types of training identified from the research are in- house and external.