

The documents involved in recruitment process management essay

[Business](#), [Management](#)



Bank of Maldives Plc (BML) was inaugurated on 11th November 1982. BML's operations were initially started as Joint Venture Company where by the Government of Maldives owned 60% shares and balance 40% by International Finance Investment Company Limited (IFIC Bank Ltd), Bangladesh. However, during December 1992, with the expiry of the Management contract, IFIC disposed off its entire shares and terminated its relations with BML. In view of the above and with the view of expanding the Bank's capital, it was decided by the Government to sell BML's shares to the General Public. Since January 1993, BML has become a bank 100% owned by Maldivian Government and the general public. Although BML is mainly engaged in retail banking, it is committed in providing with a wide range of financial products and services tailored to cater the needs of small, medium and large business such as Accounts and services, business card solutions, loans and leasing, merchant services solutions, direct debits, Maldives internet banking, Maldives payment gateway, direct credit and bill pay . At present BML has 26 branches, out of which 4 branches are located in Male' and one in Male' International Airport, one in Villingili ward and one in Hulhu Male'. The remaining branches are located amongst the atolls of the country, each with a designated command area. As at end of December 2011, BML has 792 staff, out of which 50% were employed in the branch network. BML has a workforce of both genders representing 51% male and 49% of female employees.

1. 1- Documents involved in recruitment process

Recruitment in organizations is a systemic process which has a number of stages and each of these stages need to be completed for the process to

become a successful one. When a staff leaves the job, it is very essential to do a job analysis prior to approval of appointing and advertising the same post. It is important to check whether there are any changes required for the specific role. Job analysis is a procedure done to obtain detailed and objective information about the post before any advertising is done for a replacement. Some of the information required to do a job analysis may include the tasks the previous post holder carried out, the level of these tasks, whether the reporting lines are still , whether any new tasks need to be added for the post and/or whether the working hours are suitable or need to be changed. In addition to the above, there are other essential documents that need to be prepared in the process of recruiting or hiring a new employee. For example the job description, person specification, application form, monitoring form and applicant's resume. Job Description: The job description basically describes the job in terms of its duties responsibilities and purpose.

JOB DESCRIPTION

Job Title: Assistant Marketing Manager
Reports to: Marketing Manager

Purpose: Supports marketing operations by compiling, formatting and reporting information and materials.

Activities :

Assemble consumer rating reports by compiling, consolidating, formatting and summarizing information. Update competitor database by inputting database from field sales; compiling, consolidating, formatting and summarizing information, graphs and presentations. Accomplishes,

marketing and organization mission by completing related results as needed. Preparing mailers and brochures by formatting content and graphics, arranging printing and internet packages. Salary: Negotiable Skills / Qualifications: Reporting skills, Analyzing information, Written communication, Self Development, Financial Skills, and Microsoft Office Skills. Person Specification The person specification is used to provide recruiters with an ideal profile of the candidate the company wishes to attend.

PERSON SPECIFICATION

Position : Assistant Marketing Manager

Based: BML Head Office

Requirement

Essential or Desirable

Assessed form

Knowledge:

Knowledge of marketing techniques Knowledge of relevant industry Essential Desirable Via interview

Skills:

Excellent communication skills Ability to work flexibility Team player Ability to manager own work load Essential Desirable Essential Essential Via written exercise Via role play Via group exercise Via group exercise

Experience;

Experience of working in similar role
Experience of dealing with advertising agencies
Essential
Desirable
Via interview

Qualifications;

Degree level
Master Degree
Essential
Desirable
Via application form

Personal Attributes;

Self motivated
Ability to make quick and effective decisions
Creative and comes up with ideas
Essential
Essential
Essential
Via interview
Via interview
Via group exercise

1. 2- Legal, regulatory and ethical consideration

When starting recruitment process, it is very important to be aware of certain legal issues to minimize the risks as much as possible. To avoid asking unlawful and discriminatory questions, certain things need to be done very carefully to meet the legal requirements such as job posting, interview questions, checking references as well as making job offers. It is the employer's responsibility to provide fairness and consistency to all applicants. Decisions should not be made considering a person's race, age, sex, national origin, religion, marital status, disability, etc... This is because the law forbids discrimination in every aspect of employment. The employer should make sure that information in any of the application or interview process is not revealed to any outsider. Also the employer should provide reasonable amount of time for the applicants to respond the job offers and also should respond to the applicants within agreed time frames. Unethical

behavior has several effects on the business itself. Employees would like to work in ethical companies and if they are dissatisfied with the unethical behavior of the company, it might face bad publicity and might even remain permanent even though the company attempts to utilize a more ethical code of conduct. . Further, if a company has unethical behavior it might have to deal with court cases which in return have to wind up paying fines. In worst cases, companies even receive some jail terms or eventually go bankrupt and close down the business.

1.3 - Assistant HR Manager's role in the process

During the recruitment and selection process, an Assistant Human Resource Manager's role includes finding vacancies within the company as well as recruiting new employees outside the company by searching online resumes, reference checking, administer aptitude tests. In addition, the following tasks need to be done; Prepare and place all internal and external advertisements for recruitment Receive the application forms and record them in HR database or registry and send acknowledgements letter to the applicants who have applied for the post. Arrange interviews according to the availability of the panel members Organize and setup the room for interviews Prepare/send acceptance as well as rejection letters to the applicants Prepare all new contracts and employment package (including salary, probation periods, etc..) Follow up with interviews on commencement formalities. For example, past police record, drivers license.

1. 4- Evaluation of Assistant HR Manager's contribution in the process

Assistant HR Managers play a vital role in any organization during recruitment and selection process. As part of the human resource department, the Assistant HR Manager contributes to maintenance of a high quality and productive work environment. In addition, to achieve the company goals, have to work very closely connected to other departments as well such as Admin, Finance, Marketing and IT. In addition to the HR Manager, it is also the Assistant HR Manager's responsibility to make the recruitment and selection process a success in every way. For example when doing the advertisements, the HR Assistant should make sure that job descriptions, CVs as well as person's specification are correctly and accurately specified. Otherwise the wrong person may be recruited for the wrong job. Also should maintain an appropriate system in replying to the applicants in writing within a certain time frame to the selected or rejected applicants.

1. 5 – Factors involved in monitoring and performance evaluation

It is very important to monitor the activities to ensure that they are being carried on according to the policies, procedures and the project plan. Certain factors involved in order to achieve this are mentioned below; Job skills and ability Should have a broad understanding of the nature of the job and its functions and also should have the ability to analyze the facts and provide acceptable recommendations. Supervisory Ability Should be able to make action plans and establish appropriate schedules Should have organizations

skills to effectively co-ordinate and prioritize work assessments and to make effective decisions Should be able to give appropriate direction and instructions to the relevant departments and subordinates Quantity and Quality Should be able to complete the given tasks on scheduled time limits effectively with all the relevant details covered. Adaptability Should be able to perform the tasks effectively as per the instructions and must be able to react quickly and properly under difficult situations.

1. 6 – Assessment of the development needs of the Assistant Marketing Manager

The Marketing Manager could plan and deliver assessment of the development needs of the Assistant Marketing Manager as follows;

Reviewing the job description and identifying the needed skills to perform the tasks well. Understanding the training and developments needs to work effectively and develop the career. Observing the member on how effectively the member is performing with the given tasks. Analyzing and preparing the data and creating a training plan Determine action plans for which type of development plans are needed for the member.

1. 7 – Evaluating the Assessment process

The assessment and evaluation process begins by helping the member identifying the goals and objectives. After that goals are refunded and operationally defined to make them measurable.

1. 8 – Conclusion

Section 1

Leadership and Management

Leadership plays a very important role in setting the long term direction and inspiring people to achieve organization's mission and vision. In fact, without effective leaders companies lose direction, and also they lose the customers in addition to failing to meet different challenges when they arise. To be a good leader it takes more than just skills. A good leader must have the basic skills of outstanding leadership such as integrity, communication, knowledge, teamwork, time management, relationships, persuasion, adaptability, coaching and development, decision-making as well as planning. To be successful and to have the chance to move in greater roles of responsibility, leading becomes much more important than managing. Managers are the people to whom Management task is assigned and it is generally thought that they achieve the desired goals through the key functions of planning, budgeting, organizing and staffing, problem solving and controlling. Leaders on the other hand, set a direction, align people, motivate and inspire (Kottler, 2001). When it comes to leadership, a leader should be very resourceful. They should come up with best solutions when different problems arise. In addition, they should be very innovative and try to look for opportunities to develop strengths and should understand the big picture. Additionally a good leader must have effective listening skills and should know the areas to be improved. When it comes to the Management side, they should be able to administrate very well and also should be able to react the changes accordingly. They should be very open minded who can

communicate and direct the group of people and should be able to work hard to reduce the weakness. Further, they should rely on high efficiency and productivity of existing resource. In today's highly competitive global market, it would be impossible to survive with just one type of leadership style. Thus, it is very important to embrace different leadership styles and strategies according to different situations to run a successful business.

There have been different leaders in the world during the past and present as well that were born naturally lead and there are some that are created as their lives went on. Leaders have a quality that encourages people to follow them as an icon. When it comes to famous business leaders, Henry Ford, the founder of Ford Motor Company is one of the most reputable business tycoons in history for many reasons. He was a leader, an innovator and more importantly a revolutionist. Henry Ford was the first man who started the idea of the mass production and sub-divided labor. Henry Ford was a dictatorial leader who runs the company with single handedness although it cost him. For example, he refused to give way to innovation on his treasured T model, even when it was obvious that it was being outclassed and other companies were gaining favor the market. He would dismiss customers to "go to hell..." if they liked. Some critiques have concluded that Henry Ford had as much determination to destroy his company as he had the energy to develop it (Brinkley and Douglas, 2003). Henry Ford's leadership styles were famous around the globe and Infact his leadership styles have been practicing in many business organizations. For example, he valued each and every worker in his factory and in order to support this he paid very high salary for the assembly workers. As a result, more than interested in their

salaries, his staff works in an environment where they feel that they are more valued and they feel that they are an essential part of the organization. In addition he had remarkable self beliefs and he constantly preaches it. He would hire workers who are willing to work at their best. The workers do not understand the meaning of impossible. A very famous quote which typified his leadership style in being a transformation leader was " When everything seems to be going against you, remember that the airplane takes off against the wind, not with it". He had the important components which are needed for a transformational leader to move his followers in transformational style. They were implementing new ideas, constantly changing and adapting to situations. Henry Ford was a very charismatic leader shown by his popularity by his workers and the public for producing a car affordable to all. Henry Ford was also a person who gave high attention to motivate his workers in terms of rewards and conditions. He was the first person to introduce a minimum wage of \$5 for his factory workers when the actual industry average was \$2. 34. In addition, he also introduced an eight hour working day instead of nine hours in order to motivate his staff. Henry Ford also believed that making the working conditions better would lead to high productivity of the workers. He proved the industry that with increased efficiency, a company could pay the workers high wages paired with shorter work week. Compared to his competitors, Ford paid his workers nearly twice as much per day amounting to \$5 per day. Also it may be highlighted that because of Henry Ford a forty hour week is standard in United States. This is because prior to reducing the working hours for his employees to eight hours shifts, it was common for workers to work upto nine years before. The main

reason for his decision to reduce the working hours to eight hours was because it allowed him to create three shifts per day instead of two hour shifts per day. Henry Ford was a very powerful and strong leader who had changed many areas of American life ranging from travel, road system, and urban development patterns and working wages. Obviously Henry Ford's name will always be remembered in the United States as being a great inventor, a businessman and a leader. His dream was to make a world where cars are for everyone where he achieved this dream with his transformational leadership.

Section 2

Team Work

Teamwork is defined as " a joint action by a group of people", in which each person subordinates his or her individual interests and opinions to the unity and efficiency of the group. It is the act of working together and putting in joint efforts to achieve a common goal or mission. For example, in a company it would be impossible for a single employee to take on all the responsibilities. Each department is accompanied by several staff where each one contributes something to reach the company goals and objectives. Thus, teamwork is very important in achieving the organizational goals. Also team working recognizes that each team members have different levels of strength and skills. Hence, if the team leader recognizes or understands that individual strength then obviously he can assign the tasks in the best way which would suit each member which would ensure that the team objective can be more easily achieved. Team work helps to perform the task better

and produce better result since every member is responsible to make the project a success. Especially brainstorming helps to find the best solution for a problem as there is high probability of obtaining many different and creative ideas. The combined effort helps the team to obtain many alternatives and implement the best action plan and assign the tasks to the team members. In addition teamwork helps individuals raise their self-esteem where every member would feel importance and needed. When each and every person gets the idea of their role they would feel a sense of belonging in the team. And individuals would use their maximum talent and creativity to perform the best. Further, teamwork promotes unity and bonding. This is because when individuals work in teams they are ready to help and support each other since their main focus is to achieve their mission and their common goal. Team work also helps individuals develop personal responsibility and helps to achieve higher quality output. However, teams just don't form and immediately start working together to achieve the objectives. There are several stages of team growth and teams must be given time to work through the stages in order to become effective. Bruce Tuckman's teamwork theory recognized the following 5 stages;

<http://wisewolftalking.com/wp-content/uploads/2012/03/form-storm-norm-perform.jpg>

Diagram 1: Tuckman's Stages of Team Development

Stage1- Forming This is the stage where the team members get to know each other and get familiarize with themselves with their allocated tasks. There is a high dependence on the leader for his direction or guidance. Stage2-

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StormingThis is the most difficult stage to get through because the team members will face personality clash and communication difficulties within team members. This is because most of the members would feel hesitate to talk openly. Stage 3- **Norming**At this stage, the team members will experience a sense of belonging. Creativity is high at this stage and would be feeling good being part of an effective group. Stage 4- **Performing**By this stage the team members would know each other and have accepted each other's strength and weakness and learned what their roles are. They would be able to perform effectively and productively. All members of the team would be open and trusting each other and ideas would be generated because they would not be afraid to offer ideas. Team loyalty would be high at this stage. Stage 5- **Adjourning**This is the breakup stage once the task is finally successfully completed. This stage focuses more on wrapping up activities (such as celebrations, award ceremonies and final team meetings) rather than on task performance.

Conflict

Conflict can be defined as a serious disagreement over needs or goals among team members. The behavior of symptoms of conflict include not completing the work on time, not responding to requests for information, not attending required meetings, complaining, verbal abusing, physical violence, etc...When I was selected as the Project Leader in a team I had some instances where there has been some kind of issues and disagreements within our team members. At first I didn't pay much attention to these issues. This is because since I felt that they were professional people and

had the capability to handle the matter in different situations. However, if the matter gets worse or gets too lengthy, I usually call the meeting for a meeting and speak to all the team members who are involved in the problem, and try to come out with a smooth solution by communicating them. Team members are always supposed to be work in harmony, although it's the nature that there will always arise issues when different people with different attitudes and behavior works together. Therefore I always share the issues with my employer and explain the situation very clearly. Even when I worked in the department level as a Deputy Manager I had issues with my junior staff. However I have always tried to smooth it out with two way conversation. I always welcome their point of view and the project goals before taking it ahead. When a team leader is selected, I believe that he/she is the role model who would lead effectively the team projects and ensure that the team moves smoothly and progresses.