The factors affecting recruitment business essay

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Introduction:

This paper is about managing recruitment and selection within an organization. These are the series of activities by which organization finds skilled and suitable employess. This paper will help to explain the impact of both the law and organisational procedures on the process of recruitment and selection, identify personnel requirements and present a reasoned case for changes in staffing resources, organise and conduct a selection process, justify a decision and keep necessary records and also communicate the selection decisions and plan induction for the appointed candidate. By the end of this paper, i will get a better and improved idea about how recruitment and selection procedures are conducted properly complying with available laws and regulations.

Task 1

1. 1 Describe in summary the legal instruments impacting on staff recruitment and selection

Recruitment and selection basically refers to the chain of activities concerning recruitment and selection of employable candidates and job seekers for an organization. Every single enterprise, business, start-up and entrepreneurial firm has some well-defined employment and recruitment policies and hiring procedures. RecruitmentAccording to Barron's Dictionary, recruitment is " Act of seeking prospective new employees or members for an organization." (Barron's Dictionary) The recruitment process includes job analysis and developing person-specification; obtaining candidates by networking, advertising etc; matching candidates to job requirements and screening individuals using testing assessment of candidates' motivations and fitness with organizational requirements by interviewing and other assessment techniques.

Factors affecting recruitment

Internal factors include Recruiting policy, Temporary and part-time employees, Recruitment of local citizens, Engagement of the company in HRP, company's size, cost of recruitment, company's growth and expansion. External factors include supply and demand factors, unemployment rate, labor-market conditions, political and legal considerations, social factors, economic factors, technological factors.

Inducements

These are the encouraging features that are offered by an organization for attracting job applicants. Compensation includes starting salaries, regularity

of pay increases, inducements and peripheral benefits. Career opportunities means if the employees feel that the company cares about the employee career aspirations, it will serve as a powerful incentive to potential employees. Image or Reputation; Overall treatment of employees, the nature and quality of its products and services and its involvement in meaningful social activities affect an organization reputation.

Selection

The selection process is performed to evaluate and select candidates to fill a vacancy in the organization. Certain employment laws such as anti-discrimination laws must be obeyed during employee selection.

Tests as Selection Tool

Tests are beneficial selection devices to unveil qualifications and talents to predict performance quality, explaining behavior, what situational factors influence employee productivity and to provide unbiased information for scientific and statistical analysis.

Standards for Selection Tests

Test must be a predictive and analytical selection tools and fulfill certain basic requirements: Reliability is the sureness that an indicator will measure the similar thing every time. Validity is the extent to which an instrument measures what it intends to measure. For example, in a typing test validity measures a typist's speed and accuracy. Test needs a high level of professional skills for administrating and interpretating. Professional technicians are needed for skilled judgmental analyses of results. A well prepared and esily understandable test is simple to manage. A test must apt

the nature of the group on which it's applied. A written test containing difficult words is fruitless when administered on less educated workers. Exclusive reliance on any single test should be avoided, since the results in such a case are will be criticized. To be useful, it's always better using battery of test. Norms for finalizing test scores should be established. There must be prescribed methods and procedures for administering the test and for scoring/interpreting it.

1. 2 Identify organizational procedures and processes that affect staff recruitment and selection

Procedures and processes of recruitment

Internal methods

1. Promotions and Transfers

Transfer is a lateral movement within the same grade, from one job to another. It may lead to changes in duties, responsibilities, working conditions, etc., but not necessarily salary. Promotion involves movement of employee from lower level position to higher level position by changes in duties, responsibilities, status and value.

2. Job Posting

The organization publicizes job opening on bulletin boards, electronic method and similar outlets.

3. Employee Referrals

It Means using personal contacts to locate job opportunities.

External methods

Campus Recruitment is a method of recruiting by visiting and participating in college campuses and their placement centers. This recruitment source should identify potential candidates early employ various means to attract use effective recruitment material come out with a competitive

Advertisements:-

These contain advertisements in newspapers; trade, professional and technical journals; radio and television.

Third party methods

Private Employment Search Firms computerized lists of qualified applicants and supplies these to employers willing to hire people from the list for a fee. Employment Exchanges gate hiring and contractors walk-ins alternatives to recruitment

Procedures and processes selection

Selection is a series of steps. Each one must be successfully cleared before the applicant proceeds to the next one. (4. 5. 1. THE PROCESS OF SELECTION)These steps are discussed below: Step 1: For attracting talented, skilled and experienced employees, a company should create favorable impression on the applicants' from the stage of reception. Step 2: An initial interview is generally planned by large organizations to reduce cost of selection by allowing only eligible candidates to go through the further stages in selection. Step 3: Application form is a brief history sheet of employee's background containing the followings: Personal data marital data educational data employment experience extra-curricular activities

references and recommendations. Step 4: the assesment of intelligence, abilities, personality trait, performance simulation tests including work sampling and the tests administered at assessment centers are done. employment tests are: Intelligence tests, aptitude tests, personality tests, achievement tests and miscellaneous tests such as graphology, polygraph and honesty tests. Step 5: Interview is the spoken examination of candidates for employment. Here, the interviewer matches the information gained about the interviwee over job requirements and also obtained through his own observations throughout the interview. The candidate has to undergo a physical fitness test after the selection decision and before the job offer is made. Step 6: Some jobs require physical qualities like clear vision, perfect hearing, stamina, tolerance of hard working conditions, clear tone, etc. Medical examination discloses whether or not a candidate has these qualities. Step 7: The personnel department engages in checking references in this stage. Candidates are required to give the names of 2 or 3 references in their application forms. Step 8: The line manager makes the final decision of employing the candidate at this stage.

1. 3 Discuss fairness, objectivity and equality of opportunity as elements of recruitment and selection

According to equal Act 2010, it's permissible for employers to have reasonable medical criteria for employment and expect adequate performance from all employees once any reasonable adjustments is made.

2. Definition of Discrimination

Any form of discrimination must be avoided. Direct discrimination happens when one person is treated less favorably than another based on sex, race,

marital status, age, disability, sexual orientation or religion. (Equal opportunities and diversity policy) Indirect discrimination happens where a requirement is imposed which can be fulfilled with a smaller proportion of persons of a particular sex, race, marital status, disability, age, part-time or fixed term contract status, sexual orientation or religion, than persons in another group and is not accurately reasonable in the given situation. (Equal opportunities and diversity policy, 2008)

3. Policy Statement

It's the policy ensuring no job applicant or employee receives less favorable treatment on any grounds or is deprived by conditions that are not justifiable. (Commission, 2011)

4. Scope

The equal opportunity policy is for those providing services and directly employed by the company.

5. Objective and Commitment

The overall objective is to ensure that Aspire-i provides equality of opportunity to all persons indiscriminately. We are committed to: Promoting equality, endorsing positive work environment, preventing incidences of unlawful discrimination, harassment and victimization, complying with own equal opportunities policy and associated policies, taking lawful positive action, all breaches of equal opportunities policy will be investigated.

6. Aspects of Employment

All colleagues involved in people management have precise responsibilities in equality and diversity mentioned into their job descriptions.

Advertisements for posts provide clear and precise information enabling potential applicants to evaluate their suitability for the post. Company must not discriminate on any basis in the allocation of duties between employees employed at any level with comparable job descriptions. Employees will be provided with appropriate training regardless any basis. Individual circumstances, including those of people having disability will be taken into account to ensure equality of access to training opportunities. All employees of Company have responsibility to ensure that we work in a fair and just organization.

Task 2

2. 1 Analyze staffing resources to meet current and future objectives.

In uncertain business sceneries, significance of strategic HR planning becomes obvious quickly. A company reacting to circumstances by cutting staff as a measure to reduce short-term overhead can create unwanted consequences. An initial smart move to economize in lean times can cost the company more in the long-run.

HR Training:

Many organizations hire and retain qualified staff without the assistance of a HR professional soon realize that HR training and expertise are essential to successful recruitment. Hiring and retaining the right person for the job saves an organization critical amount of time and money in the long run. In the United States, associations like the American Society for Training and Development, World at Work and Society for Human Resource Management offer individual's opportunity to get HR certification in specific divisions.

Human Resources Planning:

Forward-looking human resources planning anticipate future staffing requirements. It helps organizations dodge cost errors and helps business in keeping up with new campaigns and expansion efforts. Failure to conduct human resources planning result in low performing departments, employee dissatisfaction and added strains on existing resources.

Strategic Human Resources Planning:

Providing specialized on-site training, even if provided by senior members of the company and offering one-on-one assessment and coaching sessions help employees reach peak performance rates.

Human Resources Succession Planning:

The CMS can create an employee's profile to compare to current job profile, making for an easier decision on which employee is most suitable for the position. The system can also create " succession planning,"

Human Resource Planning System:

Its the process of forecasting an organization's future human resource demand and supply to meet the objectives.

Human Resources Planning Society:

The exam created by the Human Resources Certification Institute is part of the Society for Human Resource Management that prepares and sells exam preparation materials, including study guides and sample tests.

2. 2 Develop both a job description and person specification.

Job description

SNP Co LtdTitle: Sales and Marketing ExecutiveReports to: Sales and Marketing Director, Newtown. Based at: Sparkly New Products Co Ltd, Technology House, Newtown.

Job purpose:

Planning and carrying out direct marketing and sales activities, so as to maintain and develop sales of SNP's ABC machinery range to UK major accounts and specifiers, in harmony with agreed business plans.

Key responsibilities and accountabilities:

Maintain and develop a computerized customer and prospect database. Carrying out direct marketing activities to agreed budgets, sales volumes, values, product-mix and timescales. Develop ideas and create offers for direct mail and marketing to major accounts by main market sector and SNP's ABC products. Respond and follow up sales queries by post, telephone, and personal visits. Preserve and improve existing and new customers through planned individual account support, liaison with internal order-processing staff. Monitor and report on activities and provide relevant management information. Carry out market research, competitor and customer surveys. Maintain and report on equipment and software suitability for direct marketing and sales reporting purposes. Liaise and attend meetings with other company functionsAttend training and to develop relevant knowledge and skills.

Person specification

Self-driven, results-oriented with a positive outlook and a clear focus on high quality and business profit. Able to spend one/two nights away per month without upsetting domestic situation. Able to communicate and motivate via written media. Must be an excellent face-to-face and telephone communicator. Computer literacy in dealing with standard MS word and data processing, spreadsheet and communication packages.

2. 3 Develop a case for additional staffing resources

Additional Staffing Resources case study

Case Study: The Yorkshire and Lincolnshire Bank (Additional case study)The bank was established in 2009, on the merger of two separate organizations; Selby and Goole Building Society, a savings and loan organization. Management's motive was to merge with a mutually compatible partner to reduce its vulnerability to hostile takeover bids and facilitate a move into high street banking. The other was the Humberside Bank, which merged because of increasingly severe competition from larger, more progressive banks. The directors of the new organization decided the aim is to become fully competitive with other high street banks. Although it had a suitable range of products to do this, much more aggressive sales and marketing effort would be required at all levels. It was estimated that 25% of existing headquarters staff are unsuitable for these activities. Also, significant changes were needed at branch level. For example, people had to become conversant with the products of both organizations. Traditionally branches had been highly autonomous, with branch managers controlling all activities. In the future many of them would become satellites, with back office

activities concentrated in one branch or a regional centre, and others relegated to the status of sub-branches, offering only counter services. To expand the volume of business, the new organization decided to open six days each week and contain additional costs this involved, much higher proportion of part-time staff would be used. Staff started feeling the effects immediately. To reduce the number of ' unsuitable' employees a program of voluntary severance with enhanced redundancy payments and pensions top-up were announced and over 1, 000 people departed within six months. A significant number of highly paid specialists were recruited in HRM, marketing, promotional and computing from outside the banking industry. It broke the normal pattern in both organizations: recruitment at sixteen for a planned lifetime career. Shortly it was noted that middle managers had begun to report increasing signs of disappointment among staff. Sickness absence had nearly doubled and staff was becoming highly resistant to work anything other than basic hours. HR director reported that employees were leaving the in-house staff association in droves. The commitment of staff and their willingness to change were crucial to future success, but it now appeared that these factors were absent. A small working party chaired by the HR director was formed to consider the matter. The working party decided that a survey of staff attitudes was necessary, Dr Paul Left, undertook this task. Six months later, he produced an interim report of his findings, a synopsis of which is given in what follows.

Staff Attitude and Behavior Clusters

The majority of staff in the bank was formerly employed in one or other of the two merger partners. Before survey it was expected that the different

traditions and backgrounds of the two organizations would be reflected in current attitudes. However, attitudes were found to be grouped on a different basis and four distinct attitude and behavior clusters were found.

Group 1: Longer-serving Headquarters Personnel (both prior organizations)

There is approximately 1, 200 staff in this group, aged between 22-60, vast majority joined one of the premerger organizations at an early age, 16-20. The group also contains a small number of graduates who joined direct from university, together with a few qualified people who joined later in life. In the pre-merger organizations most of them were specialists who remained in one area of business activity for the whole of their careers. Those who rose in the occupational hierarchy invariably held specialist banking or building society qualifications, gained by part-time study. People in this group have a strong feeling of nostalgia for conditions prior to the merger. When asked what they felt were the strengths and weaknesses of the respective pre-merger organizations, they mentioned only strengths and the following were prominent responses: Responsibility of handling customers' money or assets wisely and with probity (66%), good career structure (78%), working for a caring organization (72%). An associated question asked what they felt to be the required characteristics of a successful employee in the pre-merger organization and responses were: Attention to detail (75%), performing particular duties diligently (89%), loyalty to employer (70%), Non-exceeding one's authority (65%). These people openly admitted that the merger has shaken them to the core and resulted in an adverse reaction towards new organization. They didn't feel that the bank valued their expertise and

knowledge and most admitted if they could, they would leave and find a job elsewhere. Perhaps many try to retain some semblance of things as they were both in a physical way and in terms of behavior. For instance, the size and quality of office furniture tends to indicate seniority and status, and a great deal of deference and visible respect is shown to superiors.

Group 2: Longer-serving Branch Staffs (both prior organizations)

This group numbers approximately 6, 000 is dispersed among the bank's 500 high street branches and consists of full-time staff, from counter clerks to branch managers. The gender composition and age distribution are roughly the same as group 1, but the mean age is lower at 35. These people mostly joined one of the pre-merger organizations direct from school, and graduates or those with higher level qualifications are extremely rare. Few have ever worked in anything other than a high street branch. Everyone but the juniors has experience of counter activities and ' back office' work. The most hated aspects of current work are: (i) removal of a full range of high street banking activities from branches; (ii) new emphasis on selling, rather than advising and guiding customers.

Group 3: New Headquarters Staff

There is 400 staff in this group, with equal percentages of males and females and an average age of 29. They were mainly recruited within the last two years and make up the bulk of personnel in either new departments or those that have grown significantly since the merger, such as human resources, computing, marketing, public relations and product development. Since they are comparatively recent recruits they have little firsthand knowledge of the

past and are committed to future. When asked they readily identified both strengths and weaknesses of the bank. Strengths; Rapidly becoming more commercially orientated (69%), Desire to be ' winning' organization (80%), Willingness to invest in new technology and staff resources (76%), Desire to create a new image (53%). Weaknesses; Too strong attachment to the past by some employees (91%) Inflexibility of other employees (82%) Tendency to move at the pace of the slowest group of staff(88%). When asked what they felt or should be the characteristics of a successful bank employee, the mentioned attributes were: Performance orientated(78%), Flexibility(67%)Well educated(93%), Competitive (80%), Committed to end results rather than means to ends(76%).

Group 4: New Recruits

This group numbers 2, 000 and consists of part-time, female employees; most work in branches, but few at headquarters. Age mean is 30, but there are two distinct sub-groups: young women with no children who either only want to work part time or who prefers to work full time but cannot obtain a position; married women over 35 who have returned to work on a part-time basis through choice. They have all been recruited fairly recently and have little knowledge of pre-merger conditions. There were responses given by almost everybody: punctuality, reliability, knowing your place. People in this group have a strongly instrumental view of work. They work because they need the salary and have little desire to become too deeply involved with organization. This doesn't mean they are less diligent than full-time employees, most of who speak highly of their part-time colleagues. Neither does it mean they don't mix or socialize with full timers. Rather it indicates

that they either take granted friendly relations with their colleagues or do not recognize that it's a facet of work they enjoy. Although Dr Left's report confirmed some of management's worst fears it also gave a clearer view of the different employee perspectives. However, by the time it was received, over 5, 000 employees had resigned from the in-house staff association and 7, 000, some of whom were new part-time workers, had joined the Bank Staffs Union, which was pressing hard for recognition rights. Most directors were extremely reluctant to break with tradition by recognizing an external trade union and the working party headed by the director of human resources met regularly to try to identify a solution to the issue of staff morale. Some way had to be found of bringing about a more uniform culture that was supportive of the organization's aims and strategy. With these points in mind he asked members to give the matter some thought and come to the next meeting with suggestions.

Questions

How would you characterize current staff behavior at the Yorkshire and Lincolnshire Bank? Is their behavior attributable to the changes that have taken place? why? Are the perspectives, opinions and attitudes held by employees likely to affect achievement of the bank's strategic plans? To what extent did the management of the bank take the cultures of the two prior organizations into account in constructing and implementing its strategic plan? In your opinion is the current situation likely to be a long-term or short-lived phenomenon and to what extent do you feel it will be an impediment to what the management of the bank is trying to achieve? Using Schein's layered model of organizational culture, map the three levels of

culture for the different groups in the Yorkshire and Lincolnshire Bank. Assuming that you are a member of the human resource director's working party what arguments would you put forward at the next meeting with respect to: Whether it would be advantageous for the bank to have a culture that is stronger and more homogeneous? The characteristics of an appropriate culture for the bank? The practical steps that the bank could take to bring about a revised organizational culture, and what techniques could be used to do this?

Task 3

3. 1 Discuss the stages of a selection process

Stage 1: Screening Of Application Forms.

Application form is one of the most common methods used to collect information on the various aspects of the applicants' academic, social, demographic, work related background and references. It is a brief history sheet of employee's background, usually containing: Personal data, marital data, educational data, employment experience, extra-curricular activities, references and recommendations

Stage 2: Tests

Intelligence Tests are mental ability tests to measure the incumbent's learning ability and the ability to understand instructions and make judgments. Aptitude Test measures an individual's potential to learn certain skills- clerical, mechanical, mathematical, etc. Personality Test; The definition of personality, methods of measuring personality factors and the relationship between personality factors and actual job criteria has been the

subject of much discussion. Achievement Tests are designed to measure what the applicant can do on the job currently, whether the examinee actually knows what he claims to know. A typing test tests shows the typing proficiency. Simulation Tests duplicate many of the activities and problems an employee faces while at work. Stage 3: Here, the interviewer matches the information obtained about the candidates through various means. Stage 4: Decisions need to be based solely on the criteria previously defined in the person specification and on the needs of the job.

3. 2 Describe the methods to support selection decision.

Methods to support selection decision:

1-Interview Techniques

Interview offers the prospect to evaluate applicants and for applicants to gain an impression of the organization.

Planning for interview

More effective use of interview time is gained by reviewing job requirements to prepare a list of interview questions that provides job relevant information.

Separate data collection and judgment

A structured interviewing process to seek information on job relevant behavior should be used.

Behavior predicts behavior

If a candidate has been able to meet deadlines and to work well with other people in the past, then the chances are they will be able to do so again.

Develop questioning, listening and note taking skills

Knowing what to look for and having planned questions which will draw out information about the relevant past behavior of applicants is a good start.

Integrating the interview with other selection techniques

The clear criteria and rating methods utilized allow for integration of interview findings with other selection techniques such as the application, referee reports, samples of job behavior and ability tests. Psychological tests are not currently used by USQ. This means the accuracy of the interview and other selection tools can be cross-checked. A simple example might be when selecting a computer operator.

Selection decision making by panel discussion

When interviewing, reference checking, other information gathering stages are complete, a final decision is made. Here, a number of people will be involved in gathering information. Bringing applicant data together and discussing it allows for ratings to be supported by behavioral or factual evidence. These findings are documented on the interview summary form.

3. 3 Identify the stages of a selection process, where records are kept and nature of those records

Screening Application Forms. TestsSelection Interview. Selection DecisionThe record unique in relation to other types of information: Records are evidence of actions and transactions, should support accountability, related to processes and must be preserved. Records are part of the organizational memory and are used to support organizational management. The evidential value of a record can only exist if the content, structure and context are

preserved. The context is the link between different records that belong together, and also to the process where the record was created. The above criteria are defining what a record must achieve, but the criteria do not explain and exemplify what characteristics are needed in order for records to be formalized in an information system. (Öberg)

Selection Procedure

The entire process of selection begins with an initial screening interview and concludes with a final employment decision. When a selection policy is formulated, organizational requirement like technical and professional dimensions are kept in mind.

3. 4 Evaluate the selection process

Selection process can be evaluated as: Reception of applications or preliminary screening application bank that gives a detail about the applicant's background and life history well conducted interview to explore the applicant's background the physical examination, psychological testing that gives an objective look at a candidates suitability for that job reference check final selection approved by the manager Communication of the decision to the candidate.

Task 4

4. 1 Identify a communication required during a selection process.

Three strategies can be used to determine the validity of a selection method. Content-oriented strategy: Demonstrates that the company followed proper procedures in the development and use of its selection devices. Criterion-

related strategy: Provides statistical evidence showing a relationship between applicant selection scores and subsequent job performance levels. Validity generalization strategy: Demonstrates that other companies have already established the validity of the selection practice.

4. 2 Develop an induction plan for an appointed candidate

A suitable Induction program should be prepared for the new employee, includes: background to the organization services provided number of employees, the organizations mission statement and future. Geographical layout departments, services, facilities, car parking. Policies & procedures; personnel, industrial relations, health & safety.

The employees' rights, responsibilities & benefits

Rights are wage/salary system, pension arrangements and further education/training. Responsibilities are hours, Sickness, Health, Safety and Fire Regulations. Benefits; holidays, services- (private health insurance, staff restaurant) and sports & social activities. The line manager for the new appointee will need to plan, and make arrangements for, the local induction. This is likely to extend over a number of weeks.

Conclusion:

Recruitment and selection- these two are really important procedues for an organization. Since the success of the organization depends mostly on it's people therefore, it is crucial to know about the impact of both the law and organisational procedures on the process of recruitment and selection, identify personnel requirements of employees. An HR manager must know how to organise and conduct a selection process. This paper has also helped

me understand how to justify a decision and keep necessary records, communicate the selection decisions and plan induction for the appointed candidate. Finally, i can say that the knowledge that i have gathered while doing this paper will be really fruitful for me in the future.