

Personnel planning and recruiting essay sample

[Business](#), [Employment](#)



Type of recruitment and selection

CIMB Group Holdings Berhad will conduct two types of recruitment in the form of internally and externally. In the recruitment and selection process, the management usually will request Human Resources department to decide certain circumstances such as approval, resigned and retired. The table below shows the type of recruitment in the form of internally and externally.

Type of Recruitment Sources Internally Recruitment Learning and Development within the organization.

Externally Recruitment Walk-in

Newspaper

College recruiting

Online register

Headhunters

Internally

CIMB Group is preferred to fulfill position by offering to their existing employees in the learning and development programme. Career development is a journey, not a destination. Each employee is given the opportunity approach to learning and development include group projects (some are cross-border), job rotation, regional mobility, online learning, coaching and mentoring.

CIMB Group regional business academies develop various programmes to strengthen their employees' domain expertise while instilling a unified corporate culture to build a sustainable universal banking franchise in the region. The academies include Sales and Service, Credit, Corporate Advisory,

Treasury, Risk Management, and Business and People Management. If the existing employees are not fulfilling the requirement in the learning and development programme, CIMB Group will proceed to the external recruitment.

Externally

The external recruitment enables outsiders to know more about the job vacancies of CIMB Group through walk-in, newspaper, college recruiting, online register (job street), and headhunters. There is also internship programme for the fresh graduates. The organization will conduct regular networking and training sessions to make trainees' experience one of true learning.

3. 2 Employee Testing and Selection / Interview

CIMB Group filters out the applicants via testing and selection process among fresh graduate and experienced employees. Both categories will face different ways in the testing and selection process.

Fresh Graduate

The Complete Banker (TCB)

TCB is one of the programmes comprises two months of intensive foundation building, followed by ten months of on-the-job learning across different business units. There is three stages in The Complete Banker (TCB) Training Programme which included following:

Stage 1: Foundation Building

Fresh graduate will undergo two months of intensive foundation-building in universal banking and leadership. Simulating our fast-paced, high-performance environment, the foundation building will:

Fit out fresh graduate with a chain of knowledge on how financial markets work, banking products and services and our work processes.

Help trainee adapt to working in the 'real' world

During these two months, fresh graduate will focus on acquiring product and market knowledge, solving problems, thinking critically and making decisions. The sessions will be reinforced by real-life case studies, group projects, and field trips.

Stage 2: Business Appreciation

In the next 10 months, involve job-rotation, where fresh graduate will work in four different business units chosen to complement their career track. Fresh graduate will develop a deep understanding of our operations during this hands-on period and build a strong network across the company.

Stage 3: Career Placement

After completing the job rotations, fresh graduate will hold an executive position at a business unit. Placements within the business will be based on their strengths, interests and business requirements. High performing fresh graduate will also be given the opportunity to be seconded to another CIMB Group office for regional exposure.

For those fresh graduate who no meets the requirements during and after TCB programme will be terminated from CIMB group.

Experiences employee

Interview

Face to face interview will be conducted by the experienced employee with three to four interviewers from a different department. In the interview process, interviewers usually asked some general questions about their

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previous job, background, the reason why applicant want to work with CIMB Group and so on.

Situational Judgment Tests

The discussion will be conducted in the meeting room with a group of five members. Each group will be given a case study and two panels are involved in the process in order to make an evaluation based on individual performance. The reason to conduct the discussion group among members is to figure out which applicants have the leadership capability in decision making, solving the problem, communication and so on.

After that, human resource manager and another department executive will decide hired the best performance of the applicant in the discussion process by issuing offer letter to the applicant. The negotiation regarding salary will be discussed with the manager in charge of terms and conditions. Medical examination reports are required to submit before reporting dates.

Basic features of Interview

CIMB Group is concerned and focused on several types of the interview in order to figure out the best employee to work with them. CIMB Group will give a guidelines hand out and a small briefing for the candidates especially in the basic introduction among themselves. The basic introduction regarding candidates' background, previous jobs, experience and so on. The good start of introduction help to ensure the candidate feels calm to answer the following complicated questions.

Types of interviews and interview questions CIMB Group use:

Unstructured interview

Behavioral interview

Competency Based job interview

Situational interview

Type of Interview Example

Unstructured interview

Interviewer pursues points of interest as they come up in response to questions to the candidates.

Have you ever had to deal with conflicting deadlines?

What is more important to you money or work?

Have you done this kind of work before?

Behavioral interview

To see the candidates react to the actual circumstances in the past.

What have you learned from mistakes on the job?

Has anything ever irritated you about people you've worked with?

How do you decide what gets top priority when scheduling your time?

Give an example of a time you successfully worked on a team.

Competency Based job interview

To explore candidates know about the job with giving example. What were your annual goals for your most current employer?

Why did you decide to pursue this career?

Did you feel you progressed satisfactorily in your last job?

What was the most complex assignment you have had?

Situational interview

How candidates solve the problem in certain circumstances. You have not done this sort of job before. How will you succeed?

What relevant experience do you have?

Have you ever had difficulty working with a manager?

How do you think you can make a contribution to this company?

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