

A. THE RECRUITMENT AND SELECTION PROCESS

People are the most important aspect in any business and management should make every effort to get the right people in the right jobs at the right time. For a company to stay competitive it must recruit and retain an efficient and effective team of employees.

Although the recruitment and selection processes work hand in hand (insofar as you cannot have one without the other) there is a distinction between them.

- **Recruitment** involves the *attraction* of suitable candidates to vacant positions from both inside and outside the organisation.
- **Selection** involves the *choosing* of suitable candidates by means of the recruitment process.

The advent of the flexible workforce has encouraged companies to re-engineer their working and recruitment practices. Recruitment and selection is no longer a straightforward process. Many variables have to be taken into consideration, including employment status (full-time, permanent part-time, temporary part-time, subcontractor, self-employed, etc.), the external labour market, and even whether external recruitment is necessary. It is also important to ensure that the process is undertaken fairly, and that means being aware of equal opportunities requirements.

Recruitment in organisations can be viewed as a systematic process. It has a number of stages, each of which needs to be completed for the process to be a success. This process is outlined below in Figure 9.1.

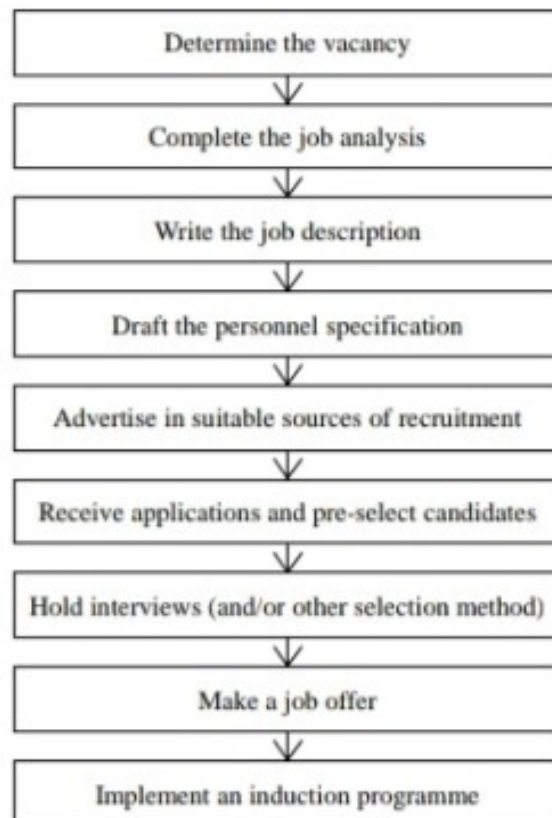


Figure 9.1: Stages in the Recruitment/Selection Process

B. DEFINING THE VACANCY

Recruitment is likely to be necessary when either an existing employee leaves or a new position is created. Whatever the reason, though, there should initially be an assessment of whether there really is a vacancy or whether the work could be done in some other way. Reorganisation of work or training could solve the problem, and there is also the possibility of overtime or internal secondment to cover the work.

Where it is determined that a vacancy does exist, there are a number of alternatives to undertaking the full recruitment and selection procedure. This can be expensive and time-consuming and, where appropriate, it may be better to fill the vacancy through:

- **Subcontracting** – A growing number of companies are subcontracting certain jobs in order to avoid oncosts such as national insurance contributions, sickness pay, etc.
- **Agencies** – The use of temporary agencies is yet another option. Temporary cover can be provided for occurrences like long-term sickness or maternity leave. Such workers are not directly employed by the company.

Internal recruitment is also a possibility. This is cheaper than external recruitment and has the advantage of ensuring the appointment of someone already accustomed to the organisation's culture and values. However, the requirements of fair selection (particularly with reference to equal opportunities) imply that the process should still be worked through in its entirety, with internal advertising of the vacancy and proper selection procedures used to make the final decision.

Once it has been determined that a vacancy exists and needs to be filled, the first focus of the process is on defining the requirements of the job. The first stage in this is job analysis.

Job Analysis

Job analysis is the process of collecting and analysing information about the tasks, responsibilities and the context of jobs. The objective of this exercise is to provide the information on which the job description and person specification may be based. It is, therefore, a key part of the process of matching individuals to jobs.

A job analysis exercise involves two elements:

- defining the information required; and
- collecting the information from appropriate sources.

(a) **Information required**

The acquisition of useful data is a vital element in any job analysis exercise, so it is important that it is done in a systematic way. A checklist can be useful here. The checklist outlines the various categories under which information needs to be collected.

You can see an example of a checklist (adapted from Torrington and Hall (1987)) set out in Figure 9.2.

<p style="text-align: center;">HUMAN RESOURCE DEPARTMENT</p> <p style="text-align: center;">Summary of data to be collected in job analysis</p> <p>Title of Job</p> <p>Outline title of job in unambiguous terms.</p> <p>Organisational Context</p> <p>Should include: location of job, department or division; chain of command (if appropriate); reporting relationships.</p> <p>Summary of Job</p> <p>This should provide a breakdown of the purpose of the job and its objectives.</p> <p>Content of the Job</p> <p>Should include a detailed description of the duties and responsibilities of the job, and its importance in relation to other jobs it may relate to.</p> <p>Physical Working Environment</p> <p>This should include the working conditions (office or shop floor); hours of work; salary/wages; associated benefits and incentives.</p> <p>Other Information</p> <p>Outline whether the job is open to "advancement" i.e. promotion; give an indication of the education and training requirements (if any).</p> <p>Performance Standards</p> <p>Indicate the systems that will be implemented to monitor performance (e.g. appraisals or professional development interviews) and state the review periods (whether quarterly or half-yearly).</p> <p>Human Requirements</p> <p>Describe the profile of the individual who must meet the job specification. This will be detailed in the personnel specification.</p>

Figure 9.2: Job Analysis Checklist

(b) Information collection

Among the more common methods of carrying out job analysis are:

- Observing the job – the observer has to check that he/she understands all the actions
- Interviewing the job-holder
- Work study techniques – measuring and timing actions
- Diary method – the job-holder completes a diary recording all actions
- Work performance – the analyst performs the job
- Critical incident technique – observing the key incidents in the job

These all relate to examining the job itself, but a complete job analysis will also make reference to the perceptions of others to whom the job relates.

- **Line manager/supervisor** – he/she should have had day-to-day contact with the previous job-holder and know what is required. If the vacancy is a new job that has just been created, the line manager/supervisor should know the details of the activities the postholder will be doing.
- **Colleagues/peers** – these staff can provide details of how the job-holder should integrate with others and perform in group tasks. Note, though, that the job analysis must beware of personal bias intruding here and maintain a high degree of objectivity when obtaining the opinions of others.

Job Descriptions

The job description does basically that – it describes the job in terms of its duties, responsibilities and purpose. It sets the parameters of the job by covering the total requirements – the who, what, where, when and why. The key elements are as follows:

- The job title
- To whom the job-holder reports (possibly including an organisation chart to show where the job fits in)
- Primary objective or overview – the job's main purpose
- Key tasks
- How the responsibilities are to be carried out
- Extent of responsibility
- Key contacts and basic conditions of work.

Job descriptions provide essential information to both the organisation and the potential employee:

- (a) To the individual:
 - Provides information to the potential employee/job applicant so that s/he can determine whether or not the job is suitable
 - Gives the potential employee (or the job-holder) the opportunity to set individual goals, objectives and targets
- (b) To the organisation:
 - Enables the personnel specification to be written
 - Gives the organisation an in-depth overview of the job
 - Is the basis for a training needs analysis to be undertaken and appropriate training to be planned for, implemented and evaluated
 - Provides an additional source of information during performance appraisals or professional development interviews

You can consider a job description as an **authoritative document**, or the blueprint that guides the individual through day-to-day task achievement. However, job descriptions are not necessarily definitive, i.e. they are not cast in tablets of stone, and as such can be reviewed and added to when necessary.

JOB DESCRIPTION

Job Title: Human Resources Manager

Reports to: Human Resources Director

Immediate Subordinates: Human Resources Officer
Safety Officer
Training and Development Officer
Occupational Health Nurse

Purpose of the Job:

Within the limits of human resources policies, to provide a full human resources service to line management and to provide a framework for maintaining good relationships between management and staff (including staff representatives).

Responsibilities:

1. Ensuring the efficient recruitment and selection of suitable and sufficient employees to meet vacancies identified by department managers.
2. Implementing the company's remuneration policy in accordance with laid-down procedures.
3. Advising line managers on employee relations and legal matters during negotiations with trade union representatives, at branch and local level.
4. Establishing and maintaining a regular programme of joint consultation with employee representatives and senior management.
5. Providing adequate training programmes for the induction of new recruits and training and development for managers and employees.
6. Advising department managers on management development programmes.
7. Maintaining adequate records for employees.
8. Providing a routine health and welfare service for all employees including arrangements for giving first aid.

Economic Conditions:

Salary will be commensurate with the grade and scope of the post, as laid out in the contract of employment.

37 hours per week with five weeks' holiday per year.

Company car will be provided.

Qualifications Required:

Over 3 years' experience in human resources management. Previous experience of negotiating with trade union representatives. Professional qualifications (including membership of the Institute of Personnel and Development) essential.

Figure 9.3: Example of a Job Description for a Human Resources Manager