

HUMAN RESOURCE MANAGEMENT

MODULE 2: Lecture 3

Organisational design and people resourcing

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Business Administration

Learning Outcomes

- How to get things done through people organisational design.
- Job analysis and job description design.
- What is workforce planning.
- Understand the recruitment and selection process.
- Assess specific aspects when interviewing people for jobs.
- Understand the talent management process.



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Organisation – a definition

A framework for getting things done.



Who does what?
How work is carried out?



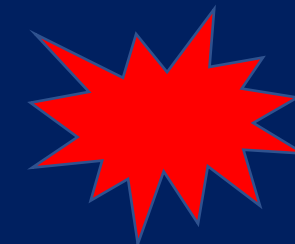
Organisational design – guidelines

- **Allocation of work** (logically, avoid overlap / duplication)
- **Levels in the structure** (Right number to make structure manageable)
- **Span of control** (direct and through delegated responsibility)
- **One person, one boss** (though having different “project managers” – same concept as having different clients)
- **Decentralisation** (Delegation / empowerment – close to where action is happening)
- **Optimise structure** (not rigid - allow for developments)
- **Relevance to purpose and context** (linked to real needs of situation / project)



Approach to organisational design review - 5 steps

1. Activity analysis (what work is done and what needs to be done)
2. Structural analysis (levels in hierarchy, authority, work allocation, functions, logic of work, span of control)
3. Diagnosis to identify reasons for structural problems
4. Choice of structure
5. Plan for implementation



Video – Organisational design – explained

<https://www.youtube.com/watch?v=mBrk3iabDas>



Job Analysis & Design



Job analysis – defined

A process of ***collecting, analysing*** and ***setting*** out information about jobs in order to provide the basis for a job description and data for recruitment, training, job evaluation and performance management.



Job Analysis – Methodology

1. Interview job holders to seek information about:

- Main purpose of their job
- What they do (key activities), how they do it and why
- Reporting relationships
- Supervision received
- Authority levels
- Problems encountered
- Skills they possess



Job Analysis – Methodology

2 – Questionnaires

- Same process as the interview but captured through a questionnaire
- Useful when there is a large number of roles need to be covered

3 - Observation

- **Appropriate for routine, repetitive roles**



Job descriptions

- Job title
- Reporting to
- Direct reports
- Overall purpose
- Main activities, tasks or duties
- Job requirements (Knowledge, skills, abilities and experience)

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JOB DESCRIPTION
CALL CENTER DIRECTOR - SITE MANAGER

Brief description
The position of call center director (site manager) consists of managing the development, implementation and enhancement of call center systems, strategies and technologies. It also consists of developing strategic plans for communication and management for performance objectives.

Tasks

- Build and implement a strategy to meet financial and quality objectives;
- Coordinate with resource management for requirements, including telecom, facilities, and staffing;
- Create or update call-center policies and procedures, and communicate with internal & external clients;
- Design and implement planning activities that ensure a successful operation;
- Develop, manage and motivate a strong, effective management team;
- Forecast industry and business trends, and oversee the design and delivery of training programs;
- Maintain the call center quality systems with continual improvement and employee involvement;
- Manage multiple projects and prepare operations budgets;
- Nurture client relationships and uncover opportunities for additional client support;
- Upgrade personal knowledge of call center technology and make improvement recommendations.

Qualifications and requirements

- A college degree or equivalent;
- Ability to give full attention to what other people are saying, to adjust actions to fit others' actions, and to be aware of others' reactions and understand why they react as they do;
- Ability to use logic and reason to identify the strengths and weaknesses of various solutions.

Competencies (in order of importance)

- Dependability

Job Description - Company name

Job Title: Insert job title
Location: Where is job located? Any travel req?
Turnover: How/when? Reason? Full/part time?
Salary/Rate: Include compensation if possible
Requirements: Any special requirements such as required work

About us: Brief description of your organization, such as what markets they operate in, products and services offered, mission statement, culture and values etc.

About the role: High level summary of the role including an overview of the job's purpose, who the job holder will report to and how the job fits into the organization's success. In longer forms, some information about the department the role sits within would be helpful.

Responsibilities:

- Bullet pointed list of the job holder's main responsibilities
- Focus more on broad responsibilities
- Who will they take over? Why?
- What work or results will they own?
- Aim for 6 - 10 concise bullet points

Candidate requirements:

- Bullet pointed list of skills, experience, qualifications, etc. that successful candidates will need.
- Be specific, as possible, using more experience managing teams of 10+ people
- Don't ask for anything that doesn't really matter on age or sex.

Contact us to apply
Write a call to action to encourage readers to apply for the job, with how - including the email address of the recruiter or HR

Job Description Template

Job Title
i.e. Account Manager

TIPS: Optimize for Search, Don't Be Too Specific, Don't Be Overly General

Company Overview
i.e. Good Dog Technology builds software for pet hospitals.
[Link to "About Us" page]

TIPS: Keep it Short, Answer "Who, What, When, & Where", Make "Why" About Company Culture

Duties & Responsibilities
i.e.
- Work with our in-house experts to create sales proposals.
- Day-to-day responsibility for keeping projects on track.
- Meet with assigned clients monthly.

TIPS: Avoid Jargon, Keep Descriptions Broad, Make Job Sound Interesting

Skills & Competencies
i.e.
- You're a highly-motivated person with a proven track record for exceeding expectations.
- You enjoy meeting new people and look forward to helping them meet their goals.
- You're looking for opportunities to develop your sales and account management skills and add some new ones.

TIPS: Use "You" Statements, Reflect Your Company Culture, Avoid Vague Language

Product Design Manager
at GiltLab

Apply Now

vastconference



Exercise

1. Select a job
2. Analyse the job
3. Write a job description

Role Play
Position

Assessor

Waiter / Server

Retail Sales
Assistant

Taxi Driver

Job Description

Job title: HR Advisor (Recruitment)

Reports to: HR Service Centre Manager

Direct reports: None

Overall purpose: To provide recruitment services for jobs below management level.

Main activities

1. Respond promptly to requests from line managers to assist in recruiting staff.
2. Produce person specifications which clearly indicate requirements for recruitment purposes.
3. Agree on the use of sources of applicants.

4. Process replies and draw up short lists which enable a choice between well-qualified candidates.
5. Conduct preliminary interviews with line managers which identify candidates who meet the specification.
6. Agree offer terms with line manager, take up references and confirm the offer.
7. Review and evaluate sources of candidates and analyse recruitment costs.

Knowledge, Skills & Experience (Person specification)

- Knowledge of HRIS systems
- Ability to use IT applications independently
- Experience within the services sector
- Ability to communicate with people within a multicultural environment



Workforce planning



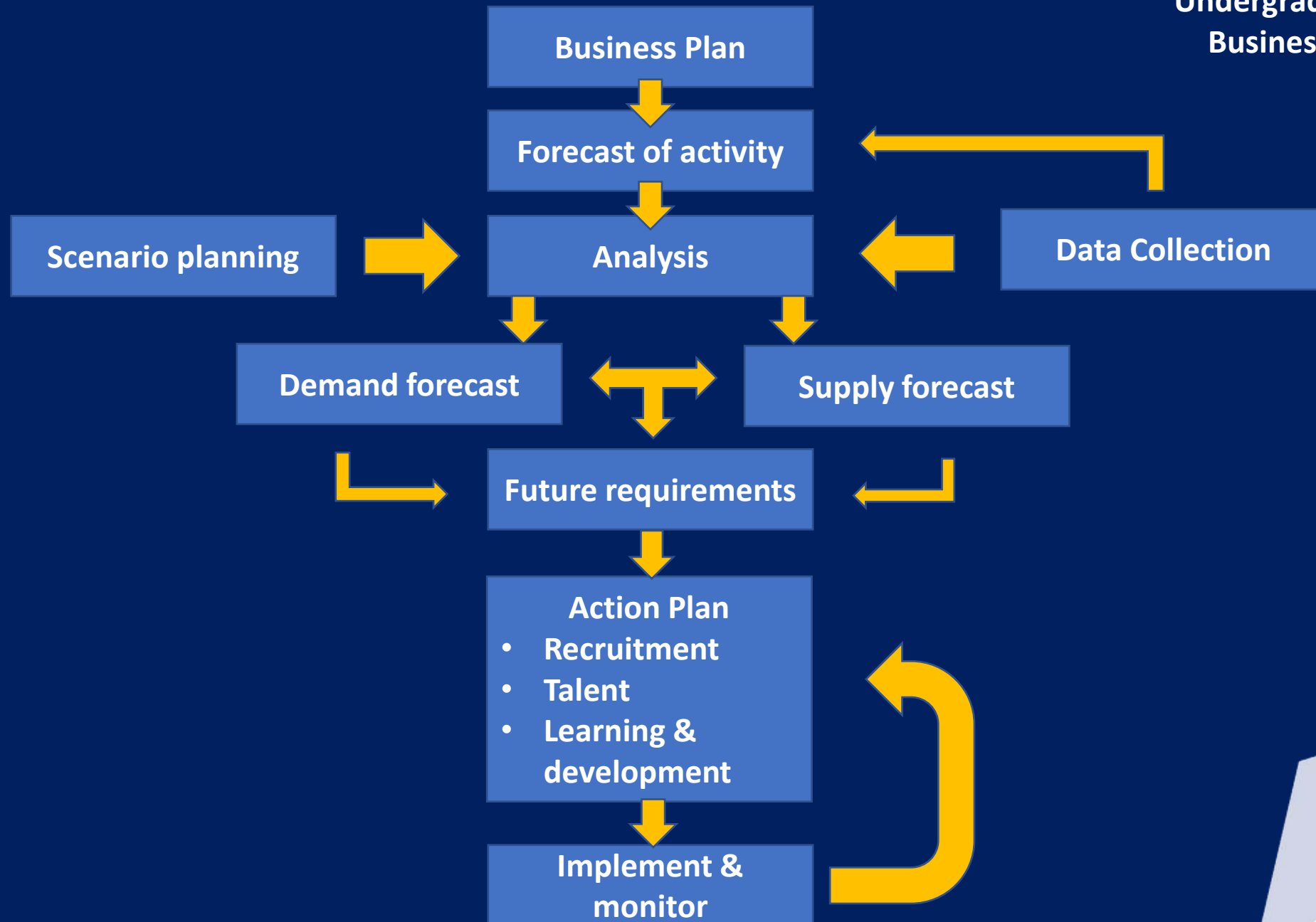
Workforce planning – defined

A process of analysing the current workforce, determining future workforce needs, identifying the gap between the present and the future, and implementing solutions so that an organisation can accomplish its mission, goals and strategic plan.

It's about getting the right number of people with the right skills employed in the right place at the right time, at the right cost and on the right contract to deliver an organisation's short and long-term objectives.

CIPD (2018)





Recruitment & selection



Recruitment & selection – defined

- **Recruitment** = process of finding and engaging the people for the organisation's needs
- **Selection** = process concerned with deciding which applicants or candidates should be appointed



Recruitment – attracting candidates

- Own corporate website
- Social media e.g. LinkedIn / Facebook
- Commercial job boards
- Recruitment consultants
- Specialist journals
- Links with schools / colleges
- National newspapers
- Job centres
- Referrals from employees



Recruitment – points to consider

- Why should applicants join your company? What's your EVP (Employee value proposition?)
- Make sure to understand what you are looking for (person specification)
- Consider alternative sources to attract candidates (internal, external, referrals etc)
- Advertising online / social media / websites / agencies / consultants / contact with colleges



Managing recruitment process

- Screen CVs / applications received against the job description
- Short-list applicants for assessment
- Send invitations to short-listed applicants for interview and send regrets to the others



Managing the selection process

- Carry out assessment (usually through interviews) - more than one may be necessary)
- Use of tests in selection (e.g. intelligence tests, personality tests)
Screen CVs / applications received against the job description
- Make decision who to choose based on the above
- Send offer of employment and contract
- Check references
- Confirm appointment
- Prepare for employment (documentation etc)



Interviewing in action

(part of interview dealing with experience in the job)

- Same groups as for the job description exercise
- Roles
 - Interviewer
 - Interviewee
 - Observer



Interviewing in action

(part of interview dealing with
experience in the job)

1. Select a job
2. Review questions to ask (as per next slide)
3. Carry out interview

Waiter /
Server

Retail Sales
Assistant

Taxi Driver

Interviewer

Interviewee

Observer

The Millennial Interview - video

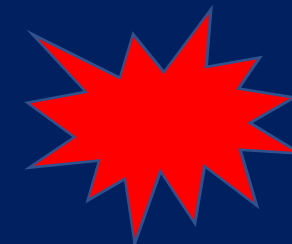
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<https://www.youtube.com/watch?v=Uo0KjdDJr1c>



Interview questions

1. What kind of experience do you have as a POSITION
2. How do you do your job as POSITION (can you describe it for me)
3. What do you like about it?





tutorialspoint
SIMPLY EASY LEARNING

Recruitment & Selection Process

<https://www.youtube.com/watch?v=Z5RLRLuyG7c&t=28s>

Talent Management



Talent management - defined

- Talent management is about ensuring that the organisation has the capable and well-qualified people it needs to attain its goals.
- It involves the systematic attraction, retention, identification and development of individuals who are of particular value to an organisation.



Talent management process

A - Talent pool – identify people who are:

- ✓ Able to do the job
- ✓ Motivated
- ✓ Curious
- ✓ Have knowledge and understanding
- ✓ Are engaged (give more than their job)
- ✓ Determined



Talent management process

B - Talent planning:

- ✓ Estimate the number of talented people you need in line with your business plan
- ✓ Identify the skills you need
- ✓ Carry out the recruitment of such talent



Talent management process

C – Resourcing :

- ✓ Get the right people for the different jobs
- ✓ Be clear on the job description (and specifications required)
- ✓ Assessment of talent which meet criteria set
- ✓ Establish what needs to be done to retain talent



Talent management process

D – Develop the talent:

- ✓ Ensure that talented employees gain skills and experience
- ✓ Offer career progression plans
- ✓ Invest in their training
- ✓ Allow them to gain experience by working of different jobs (or at a higher level)
- ✓ Offer coaching and mentoring





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