HUMAN RESOURCE MANAGEMENT

MODULE 2: Lecture 2

Organisational design and people resourcing

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Undergraduate Diploma in 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.

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)

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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
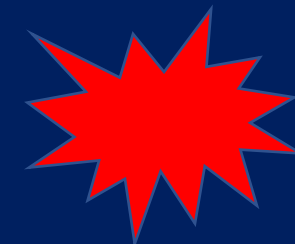
Video – Organisational design – explained

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
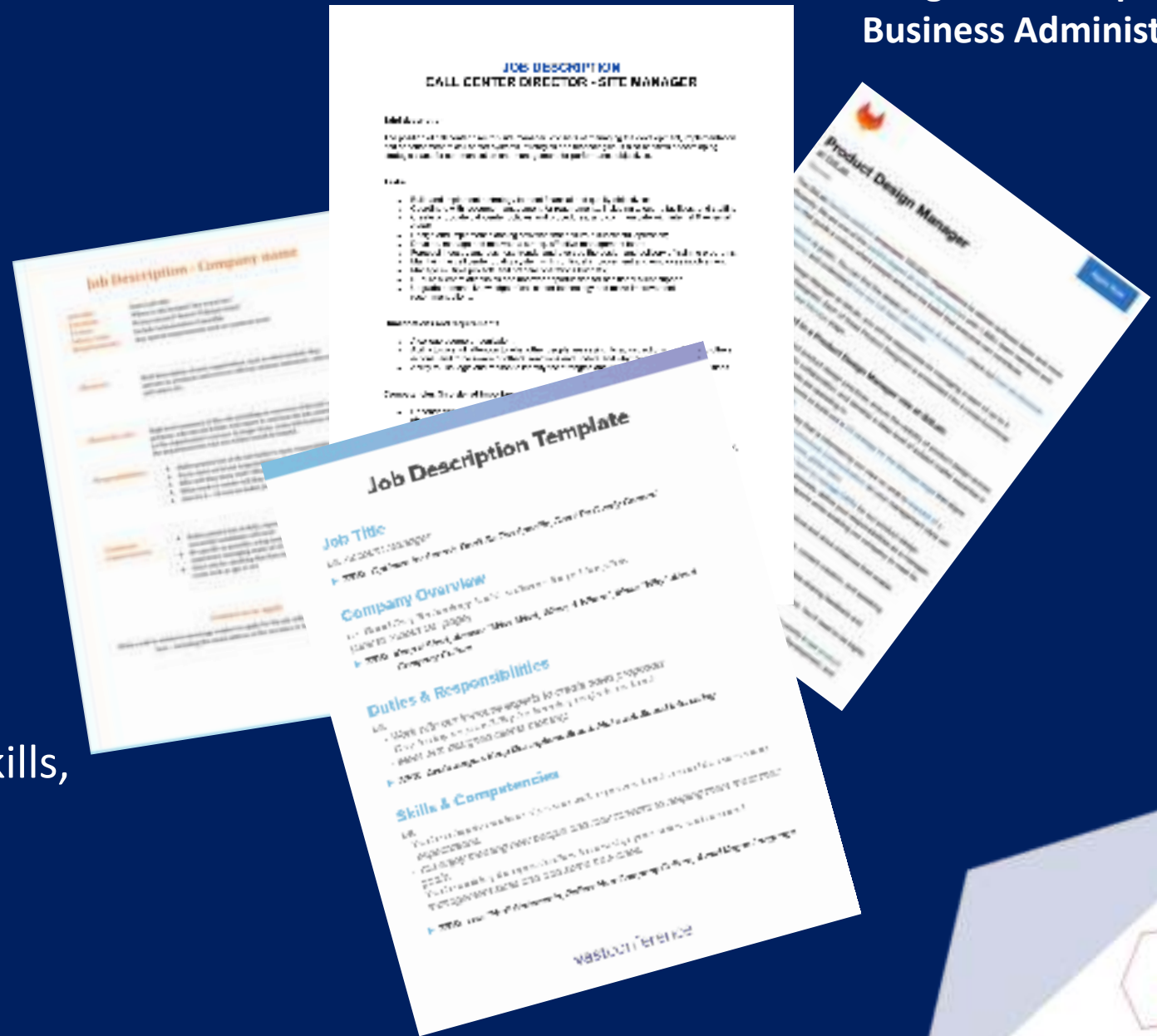- Useful when there is a large number of roles need to be covered

3 - Observation

- **Appropriate for routine, repetitive roles**

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Job descriptions

- Job title

- Reporting to

- Direct reports

- Overall purpose

- Main activities, tasks or duties

- Job requirements (Knowledge, skills, abilities and experience)

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

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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

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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)
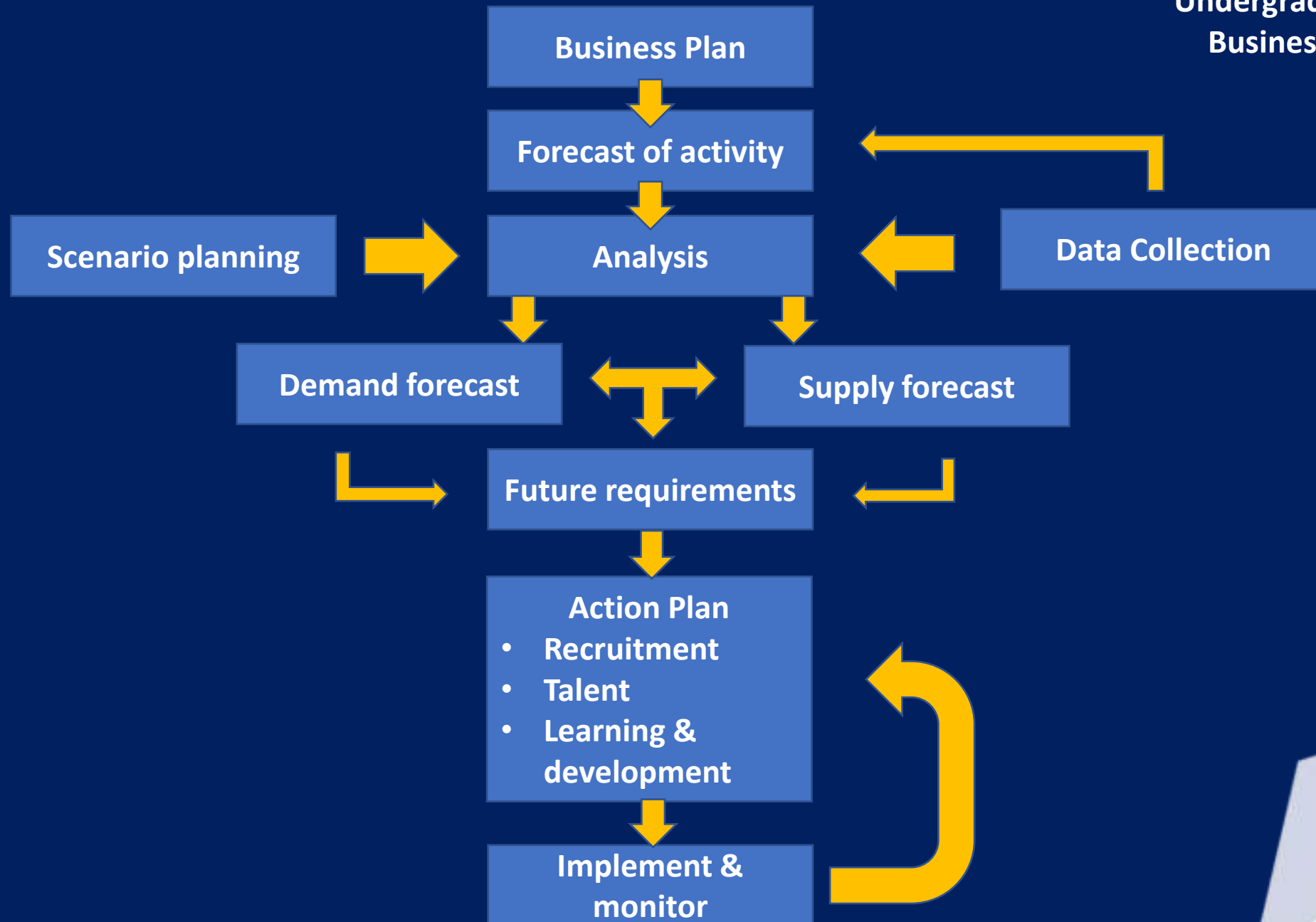
Recruitment & selection

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

- Referrals from employees

- AI (advertising / engagement / referral / outreach)

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

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The Millennial Interview - video

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?
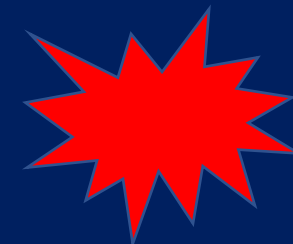
Recruitment & Selection Process

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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