

Human Resource Management

MBA

Master of Business Administration
University of Wales Trinity Saint David

Instructor - Dr Alice Te

Day 3 – November 16, 2024

Human Resource Management

Seven key topics

Global HRM: Globalization, Strategic Roles

Culture, Law, Ethics, AI

Staff Planning and Recruitment

Training and Development

Performance Management

Compensation and Benefits

Employee Relations



Human Resource Management

Course Components

8-day classes

Nov 2, 10, **16**, 23, 30

Dec 7, 14, 22, 2024

Essay (50%)

Submitted by

Jan 6, 2025

Individual Presentation

(50%)

on Dec 22, 2024



A calendar is visible on the left side of the slide, showing dates from November to December. The calendar is partially obscured by the text on the right. The dates shown include November 1st through 31st and December 1st through 31st. The days of the week are labeled at the top: SUNDAY, MONDAY, TUESDAY, WEDNESDAY, THURSDAY, FRIDAY, and SATURDAY.

Outline of the eight days (2)

Day three: Nov 16

**Staff Planning and
Recruitment**

Day four: Nov 23

Training and Development

Day five: Nov 30

Performance Management

Day six: Dec 7

Compensation and Benefits

Day seven: Dec 14

Employee Relations

Day eight: Dec 22

Your Individual Presentations

Day 3

Staff Planning and Recruitment

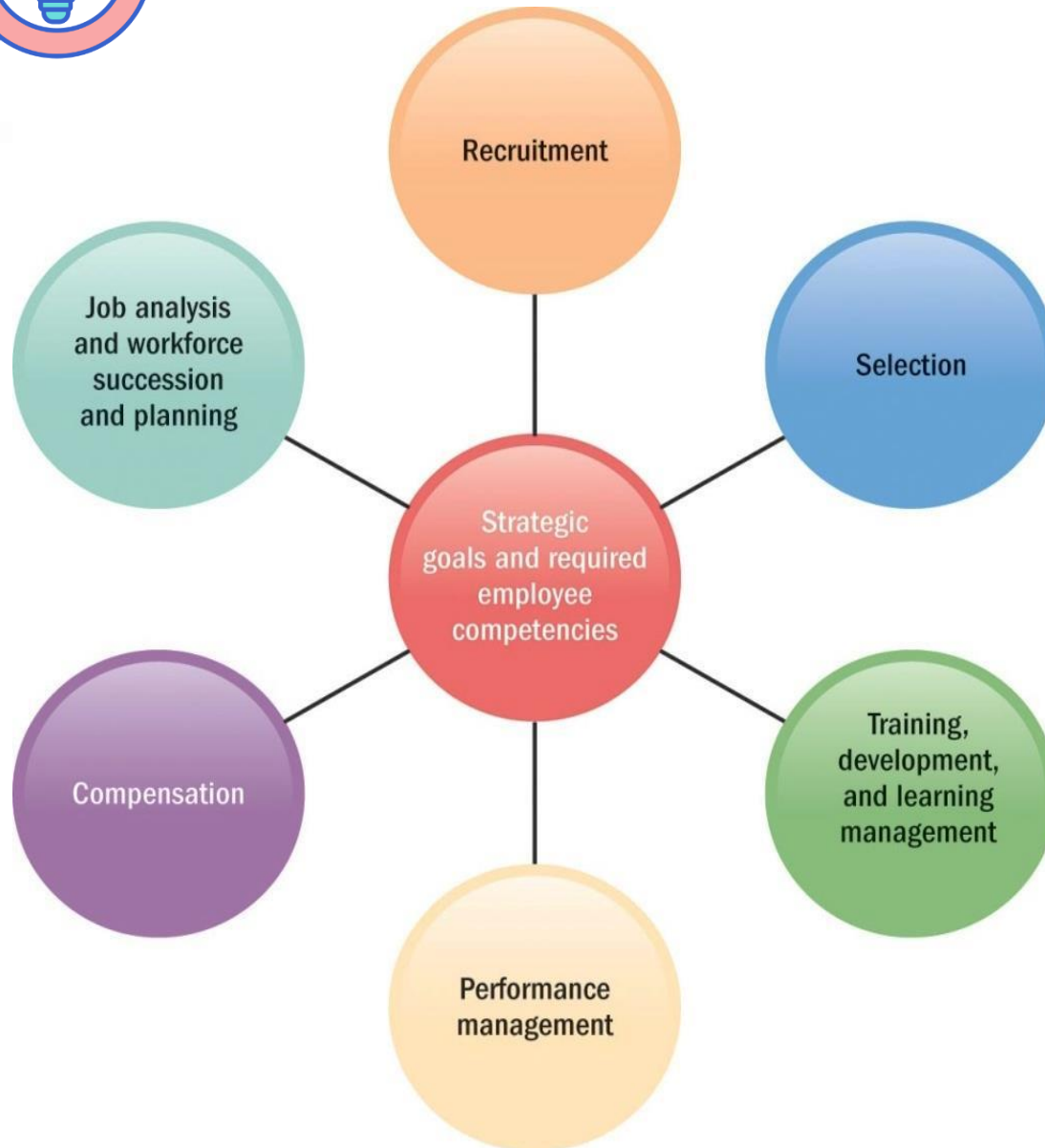


What we will cover today

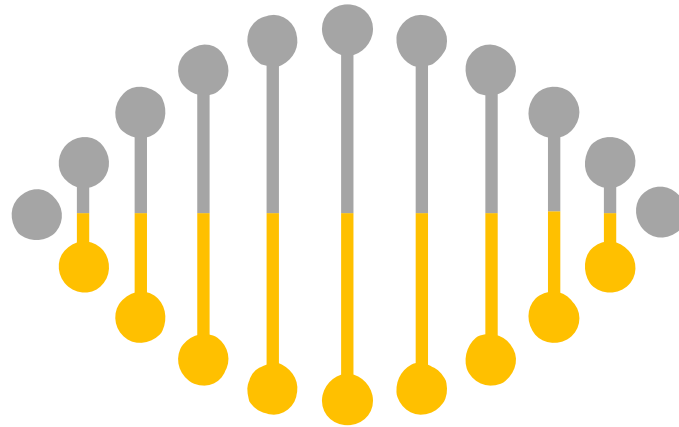
1. Staff planning and forecast
2. Four methods to collect job analysis information
3. How to write Job Description and Job Specification
4. Staff Forecast – Demand and Supply
5. Internal Recruitment methods
6. External Recruitment methods
7. Testing and selection
8. Staff planning and recruitment in international context



Integrated view of HRM

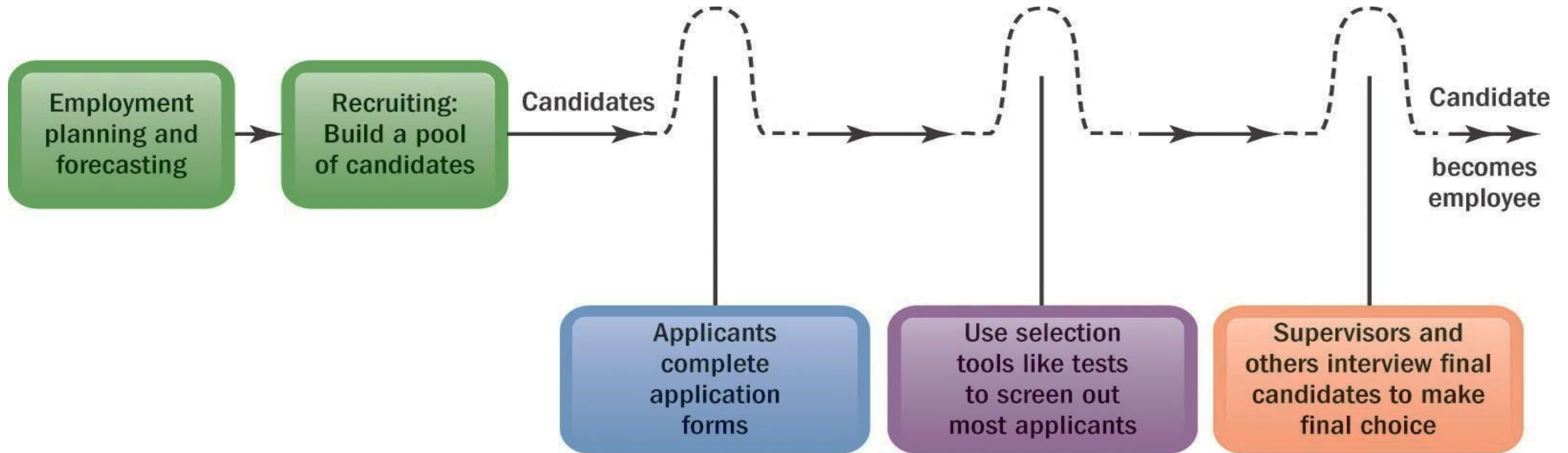


- 1. Planning** - Decide what positions to fill
- 2. Recruitment** - Build a pool of job candidates
- 3. Selection** - Decide to whom to make an offer
- 4. Training** - Orient, train, and develop employees
- 5. Performance management** - Assess employees work results
- 6. Compensation** - Remunerate employees for desirable performance



Staff Planning and Forecasting

Flow of Forecasting, Recruitment and Selection



The recruitment and selection process is a series of hurdles aimed at selecting the best candidate for the job.

Staff Planning and Forecasting

WHAT it is:

the process of deciding **what** positions the firm will have to fill and **how** to fill them

FOR WHOM:

cover various job positions spanning **across all levels** in organisations (e.g., office clerk, manager or CEO) from needs arise

WHY Planning is important:

1. Identify workforce required and **fill** potential **workforce gap** to reduce the interruption to work
2. Ensure workforce, both **quantity** and **quality** can align / match with strategic needs and development

Recruitment

WHAT it is:

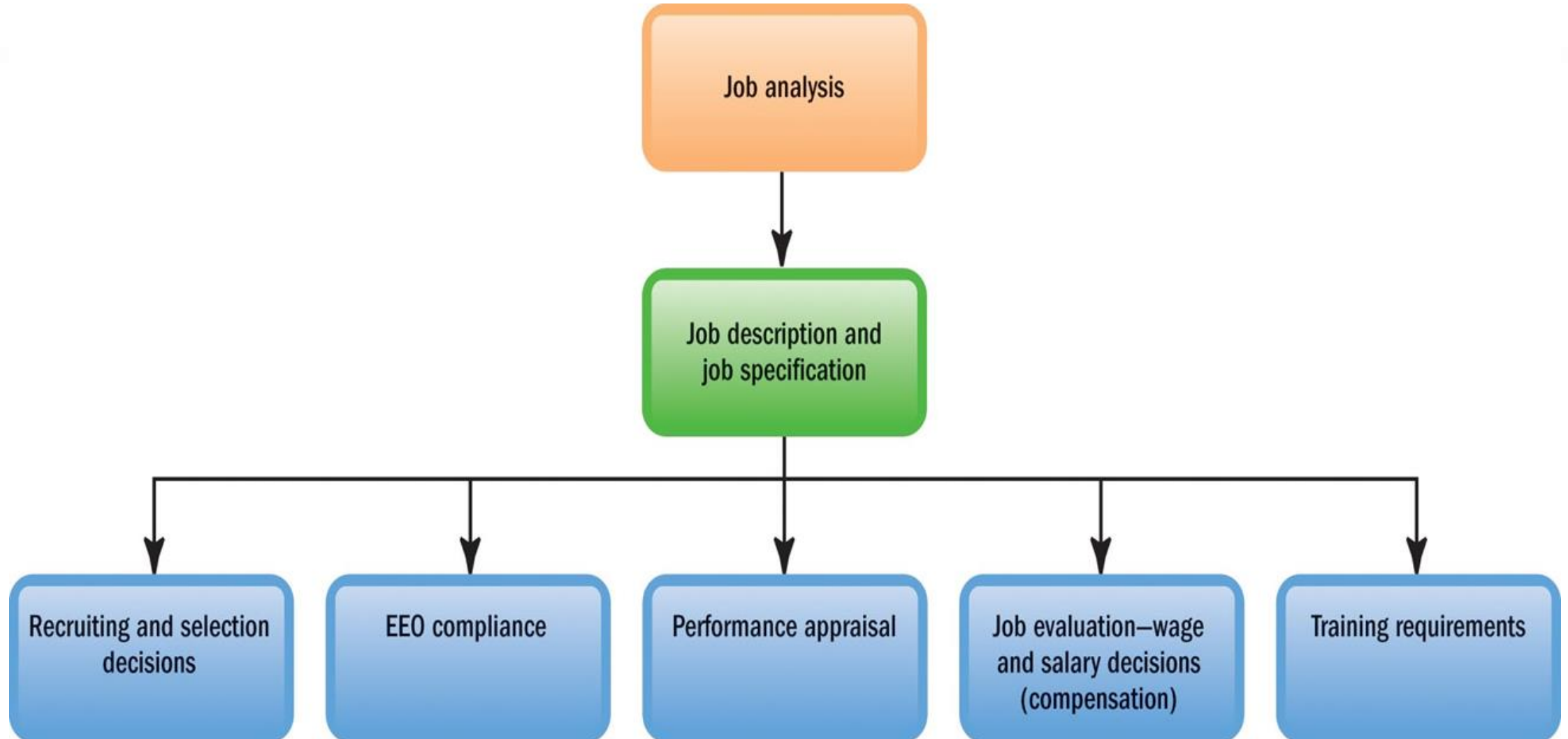
Finding and **attracting applicants**; building a pool of candidates for the open positions

WHY Recruiting is important:

1. Using effective recruitment tools and procedures can **generate and acquire “more”** suitable applicants to meet organizational needs
2. Can minimize time and negative impacts on the other HR functions such as costly training for incompetent new staff



Planning – Job Analysis





Collection of aggregated series of **tasks, duties and responsibilities** that are purposive activities assigned to **individual employees** who are paid for accomplishing them

Basics of Job Analysis

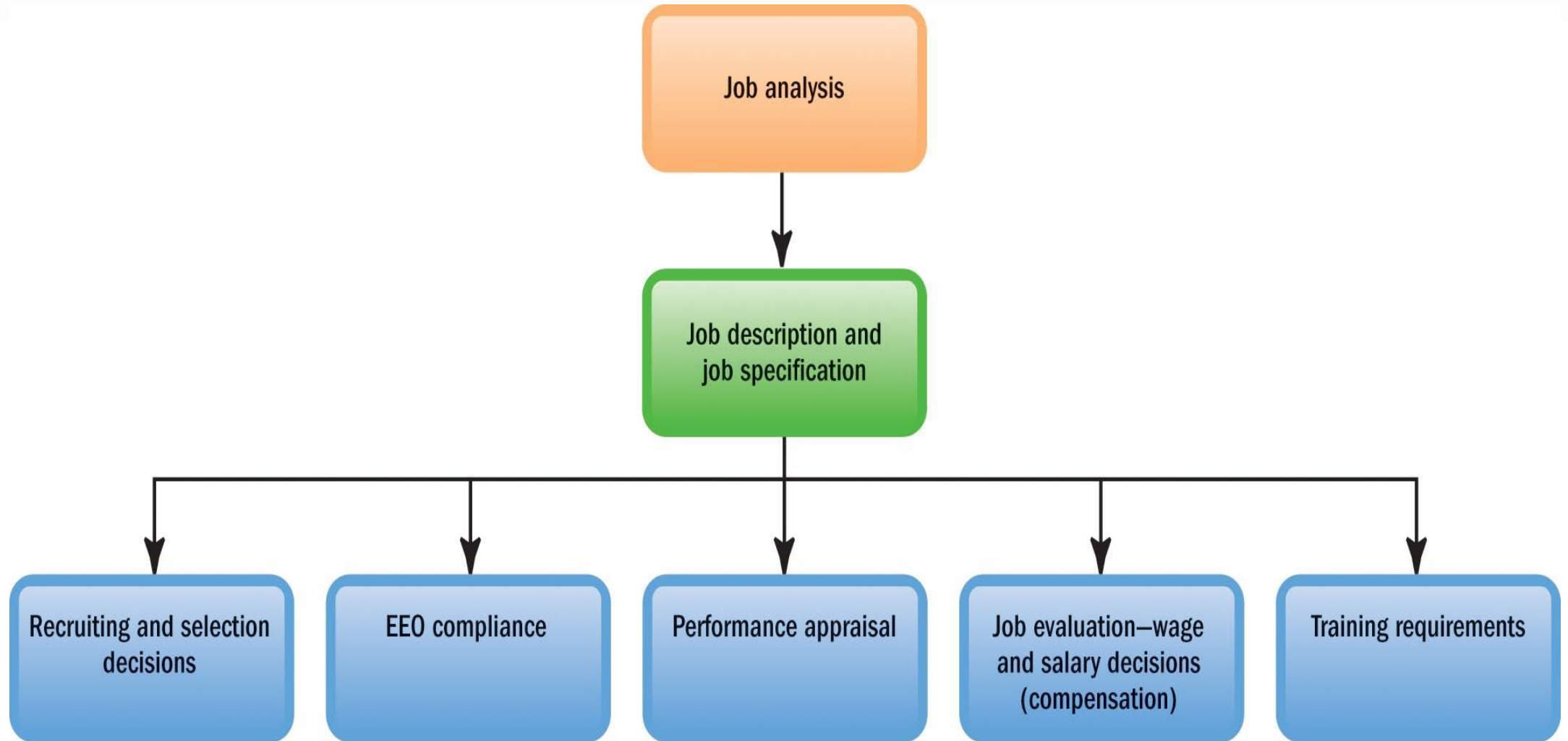
WHAT it is

A **systematic procedure** that HR managers determine the **duties and responsibilities** of the job and the **attributes** required of the people who perform the job outcomes accordingly

WHAT it produces

1. **Job description** – job title, salary band, duties
2. **Job specification** - experience, skills, emotional characteristics

Uses of Job Analysis Information in different HR Functions



Uses of Job Analysis Information For a Better Job Design

Job enlargement

broadening the scope of a job by expanding same-level activities

e.g. goods replenishment (ladies zone) → **PLUS** goods replenishment (kids zone)

Job rotation

systematically **moving** staff from one job to another

e.g. a sales assistant to serve customer → goods display → managing transactions and payment

Job enrichment

increase **depth** of a job with more responsibility for planning, organizing and controlling of the job

e.g. shop associate (customer service and meeting quota) → provide training to new junior sales

Six Steps to Conduct Job Analysis

1. Identify the primary **purpose** of doing JA

1. e.g. The Sales Director wants to improve the communication in the sales team → JA to identify tasks require teamwork

2. Review relevant **background information** about the job, such as organizational chart, work processes

1. e.g. HR examines **reporting line** and interdependence among staff

Six Steps to Conduct Job Analysis

3. Identify representative position(s)

e.g. determines typical job posts (manager, senior sales, sales) in sales department and corresponding tasks

4. Collect and analyze data

e.g. uses multiple JA collection methods to gather diverse information from key informants / job holders in representative position

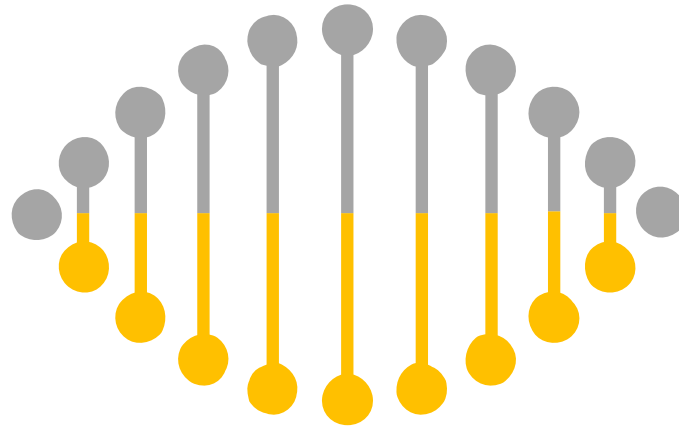
Six Steps to Conduct Job Analysis

5. **Verify job analysis information**

e.g. validate accuracy and reliability of information from different parties (e.g., what job holder explained vs what his immediate supervisor described)

6. **Develop Job Description and Job Specification**

e.g. organize the data, update in HRM information system that can be accessed by different departments



Four methods to collect job analysis information

Methods for collecting Job Analysis Information

FOUR major methods

1. Interview
2. Questionnaire
3. Observation
4. Participant log



1. Interviews

widely used method for a goal-oriented conversation between job analysts and key informants of jobs (e.g., job holders)

Information sources

1. Individual employee working at a particular job
2. Groups of employees (same job)
3. Supervisors with knowledge of that job
e.g. airline ground staff



1. Interviews

Two modes

Structured: with a checklist of questions to ensure consistency

Unstructured: “discovery” conversation without specific format to assess various information



Advantages

1. Job holders can express quantitative and qualitative ideas directly
2. Job analysts can unearth activities and behavior that might not easily presented in written form

1. Interviews



Disadvantages

1. Interviewees may **distort** information and undermine reliability
 - Report all positive behaviors (I am excellent)
 - Cover up unfavorable results (I am error free)
 - Misunderstand it as “efficiency evaluation” (I meet the standard)
 - Exaggerate own responsibilities and minimise others (I perform very important task in my team)
2. Job analysts require more time to compile and interpret the collected data, particularly multiple information sources are involved



Typical Questions in Interviews

1. What is the job being performed?
2. In what activities do you participate?
3. What are the environmental and working conditions involved?
4. What are the education, experience, and skill requirement?



Job Analysis Interview Good Practices



1. **Job analyst** and **supervisor** should work together to identify the workers who know the job best
2. Quickly establish **rappport** with the interviewee: speak understandably, explain the interview's purpose and how the person was chosen
3. Follow a **structured guide** or checklist to ensure all crucial questions are covered
4. Ask the employee to **list duties** in order of importance and frequency of occurrence
5. After completing the interview, **review** and **verify** the data with employee's immediate supervisor or interviewee

2. Questionnaire

A written form with various **predefined** questions to prompt job holders to response about job-related duties and requirement

Information source

Job holders or direct supervisor

e.g. courier



2. Questionnaire

Advantages

1. Employees may express their views in detail personally **without the anxiety** incurred in face-to-face conversation
2. Relatively **inexpensive** as questionnaire can be sent to a large number of job holders



Disadvantages

1. Costly and time consuming in preparing and testing the validity of questions used in questionnaire
2. Similar to interview method, answers may be **biased** or distorted by job holders, ultimately lower the reliability

3. Observation

A process to **watch** and view the **work processes** or observable physical activities performed by job holders

Information source

Job holders

e.g., specialist; bus driver



3. Observation

Advantages

1. Provides **direct and first-hand** job-related information to job analyst
2. Captures **details on the whole process** from start to completion
3. **Reduces distortion** of information through third party watching



Disadvantages

1. May not be useful or relevant if job involves a high level of mental activity
2. **Obtrusive** to job holder when they are working, physically or psychologically
3. Job holders **may “act” well** and alter their behaviour for desirable results → reduce reliability

4. Participant Log

Keeping a **chronological log sheet** that records every activity and duty they perform, along with the frequency, time spent during the entire work cycle

e.g., elevator mechanics from 09:00 to 17:00

Information source

Job holders



4. Participant Log

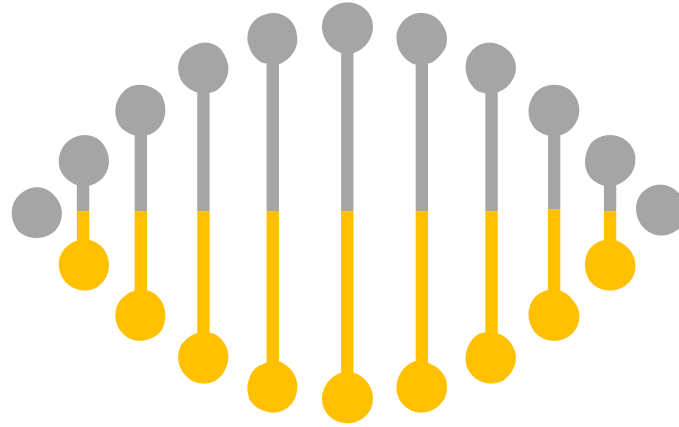


Advantages

1. Provide a **rich and full picture** of work cycle and duties performed by job holders
2. **Minimize memory loss** with log details documented at the end of the working day

Disadvantages

1. Relatively **time consuming** for job analysts to compile data from different holders with various writing styles
2. May not be reliable as log sheet may include some **unimportant** or inaccurate (e.g., underplay or exaggerate work activities) information



How to write Job Description and Job Specification

How to write a Job **Description**



Job Description



- Written and explicit statement identifying *what* the jobholder **does**, *how* he or she does it, *why* the job is done, and under *what working conditions* the job is performed

Writing Job Description

1. Job identification

- Job title: name of job
- Date: when the description was written
- Prepared by: who wrote the description
- Department that employee locates

JOB TITLE: Telesales Representative	JOB CODE: 100001
RECOMMENDED SALARY GRADE:	EXEMPT/NONEXEMPT STATUS: Nonexempt
JOB FAMILY: Sales	EEOC: Sales Workers
DIVISION: Higher Education	REPORTS TO: District Sales Manager
DEPARTMENT: In-House Sales	LOCATION: Boston
	DATE: April 2013

Writing Job Description

2. Job summary

Describe the **general nature** of the job

Outline / sum up **major functions or activities**

SUMMARY (Write a brief summary of job.)

The person in this position is responsible for selling college textbooks, software, and multimedia products to professors, via incoming and outgoing telephone calls, and to carry out selling strategies to meet sales goals in assigned territories of smaller colleges and universities. In addition, the individual in this position will be responsible for generating a designated amount of editorial leads and communicating to the publishing groups product feedback and market trends observed in the assigned territory.

Writing Job Description

3. Relationships

Shows the **jobholder's relationships with others** inside and outside the organization

Chain of command

- Reports to: employee's immediate supervisor
- Supervises: employees that the job incumbent directly supervises

Works with: others with whom the job holder will be expected to work and come into contact with internally.

Outside the company: with whom the job holder is expected to work and come into contact with externally, e.g. educational institutions, teachers etc.



Writing Job Description

4. Responsibilities and Duties

- Start every sentence with functional verb in present tense
- A listing of the job's major responsibilities and duties (essential functions)
- Assign % of time spent to show the degree of importance of various work duties
- Define limits of job holder's decision-making authority, direct supervision, and budgetary limitations.





PRIMARY RESPONSIBILITIES (List in order of importance and list amount of time spent on task.)

Driving Sales (60%)

- Achieve quantitative sales goal for assigned territory of smaller colleges and universities.
- Determine sales priorities and strategies for territory and develop a plan for implementing those strategies.
- Conduct 15-20 professor interviews per day during the academic sales year that accomplishes those priorities.
- Conduct product presentations (including texts, software, and Web site); effectively articulate author's central vision of key titles; conduct sales interviews using the PSS model; conduct walk-through of books and technology.
- Employ telephone selling techniques and strategies.
- Sample products to appropriate faculty, making strategic use of assigned sampling budgets.
- Close class test adoptions for first edition products.
- Negotiate custom publishing and special packaging agreements within company guidelines.
- Initiate and conduct in-person faculty presentations and selling trips as appropriate to maximize sales with the strategic use of travel budget. Also use internal resources to support the territory sales goals.
- Plan and execute in-territory special selling events and book-fairs.
- Develop and implement in-territory promotional campaigns and targeted email campaigns.

Publishing (editorial/marketing) 25%

- Report, track, and sign editorial projects.
- Gather and communicate significant market feedback and information to publishing groups.

Territory Management 15%

- Track and report all pending and closed business in assigned database.
- Maintain records of customer sales interviews and adoption situations in assigned database.
- Manage operating budget strategically.
- Submit territory itineraries, sales plans, and sales forecasts as assigned.
- Provide superior customer service and maintain professional bookstore relations in assigned territory.

Decision-Making Responsibilities for This Position:

Determine the strategic use of assigned sampling budget to most effectively generate sales revenue to exceed sales goals.

Determine the priority of customer and account contacts to achieve maximum sales potential.

Determine where in-person presentations and special selling events would be most effective to generate the most sales.

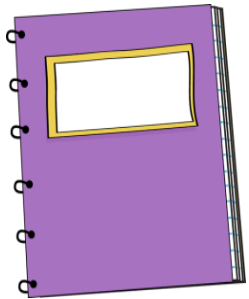
FIGURE 4-7 Sample Job Description, Pearson Education

Source: Reprinted and electronically reproduced by permission of Pearson Education, Inc., Upper Saddle River, New Jersey.

Writing Job Description

5. Standards of performance

State the standards the employee is expected to achieve in each of the job description's main duties and responsibilities



For example:

Accurately Posting Accounts Payable

1. Post all invoices received within the same working day.
2. Route all invoices to the proper department managers for approval no later than the day following receipt.
3. Commit an average of no more than three posting errors per month.

Writing Job Description

6. Working conditions and physical environment

Can include noise level, hazardous conditions, heat, and other conditions

e.g.

- Long term noisy environment (computer servers)
- Stay away from home with frequent overseas trips

Facilities Manager (production department): works near moving mechanical parts and exposure to loud noises from operating equipment. The employee may occasionally work in high, precarious places, steep slopes and on ladders.

How to write a Job Specification



Writing Job Specification

Based on:

1. Degree of experience organizations expect :

Trained personnel? Or untrained candidate?

2. Personal judgment:

High degree, may be limited by subjective perspective

3. Quantitative analysis :

Statistical findings to project employee's behaviour

Writing Job Specification



Degree of experience organizations expect

Looking for **trained** personnel

Focus on traits like length of **previous** service, relevance of skills, and previous job performance, that indicate the competence

Recruit **untrained** personnel

Focus on personality, interests, or passions that can imply **potential** for performing the job

Company X looks for someone who:

- are team-oriented and proactive
- are willing to serve
- have positive working attitude

Writing Job Specification

2

Personal judgment

Managers use their personal perception, intuition, hindsight for **educated guesses** and outline the **essential traits, skills or expected behaviour** of the prospective candidate



Mary, the Sales Manager has fired her Assistant, Peter with poor work ethic. He always missed the deadline and mixed up instructions.

Mary expects the next candidate should have the traits of “strong initiatives” and “attention to details”.

Writing Job Specification

3

Quantitative analysis

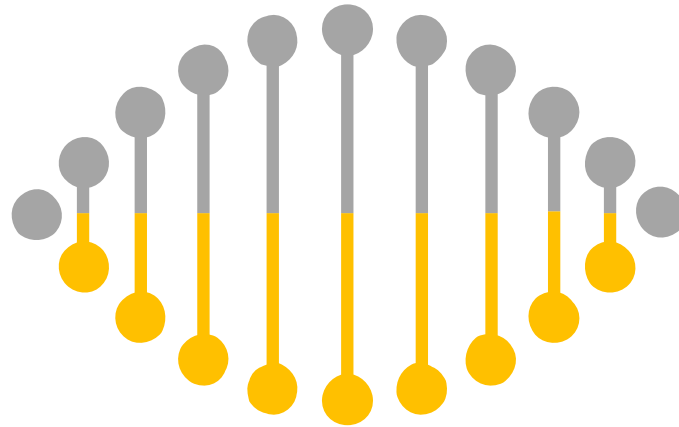
Use statistical figures to develop relationship between
(i) a **predictor** or human trait and (ii) a **criterion** of
job effectiveness

Example:

Hiring a Cashier in supermarket

HR assess the finger dexterity手指靈巧 [**predictor**]
in job-related test → expect the candidate can
manipulate cash register in the job [**criterion**] with
speed and accuracy





Staff Forecast – Demand & Supply

Major techniques used in personnel forecasting of **Demand** and **Supply**

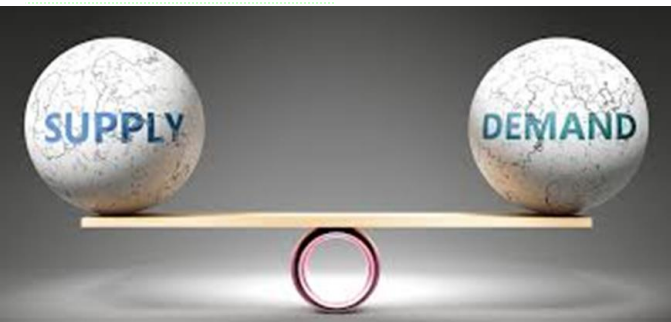


Demand

Overall personnel needs: **competent talents** with knowledge and interest to engage in customer-oriented business

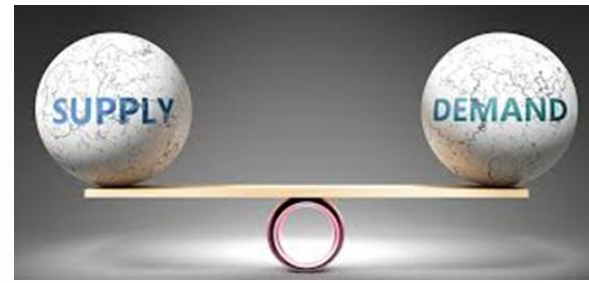
Supply

Internal candidates and **external** candidates



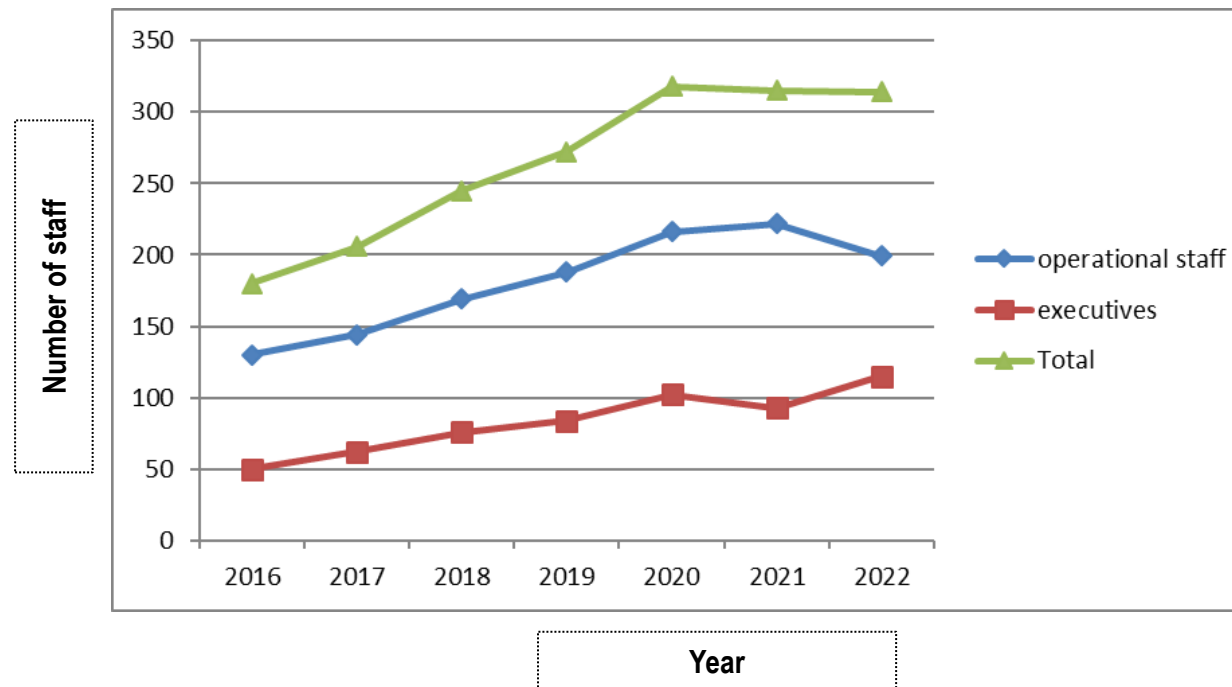
Demand

Method 1 - Trend analysis



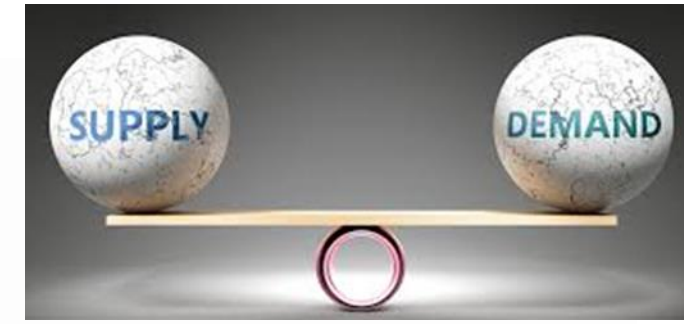
Objective approach to examine the firm's **past employment records** over a period of time, then predict future needs

- Applicable at organizational, departmental or team levels
- **Not** suitable for newly start up



Demand

Method 2 – Ratio analysis



A **quantitative** approach to make forecast based on “**historical ratio**” between number of employees required and **causal factors**

Assumption: no change in employee's productivity

Example: In ABC Logistics, one operation supervisor generates profit at \$600,000 / year

Expected profit = \$4.2 Million / \$600,000 = 7 Million (yearly),
_____ operation supervisors are needed.



Example: In ABC Logistics, one operation supervisor generates profit at \$600,000 / year

Expected profit = \$4.2 Million (yearly), _____ operation supervisors are needed.

$$\frac{1}{600,000} = \frac{K}{4,200,000}$$

$$4,200,000 = 600,000K$$

$$4,200,000 / 600,000 = K$$

Demand



Method 3 – Scatter Plot

A **graphical** method used to illustrate the **relationship** between **two causal variables**

e.g. No. of orders handled & no. of couriers



No of courier	No of orders handled
40	796
60	1410
90	2340
125	2688
150	2998
180	3690
215	4536
240	5720





Supply (internal)

Method 1 – Qualification Inventory

Computerized records that list and describe employees' **education**, **experience**, **career** and development interests, languages, special skills

- Information allow managers to determine which employees are **suitable** and **available** for internal promotion or transfer for specific posts based on organizational personnel needs
e.g. In the database, manager can enter the key words under different fields that are related to job specification of a particular position (e.g., years of experience; education, etc.)
>> generate a list of potential candidates for consideration



- ① Product or service knowledge
- ② Industry experience
- ③ Formal education
- ④ Training courses attained
- ⑤ Foreign language skills
- ⑥ Career Development in Spade

1c 2e 3b 4f 5a 6d

- a. Proficiency in spoken and written English, Chinese; certification
- b. Name of institutions and degree completed
- c. Level of familiarity with employers' product lines
- d. Tenure in different job posts in Spade
- e. Work history in other companies in same / different sectors
- f. Vocational course completed; issuing organisations

Match the items: 1 ____ 2 ____ 3 ____ 4 ____ 5 ____ 6 ____



Supply (internal)

Method 2 – Competency Hierarchy

Organizational **graphic records** illustrate the current **performance** and **potentials** of candidates for designated positions in organizations

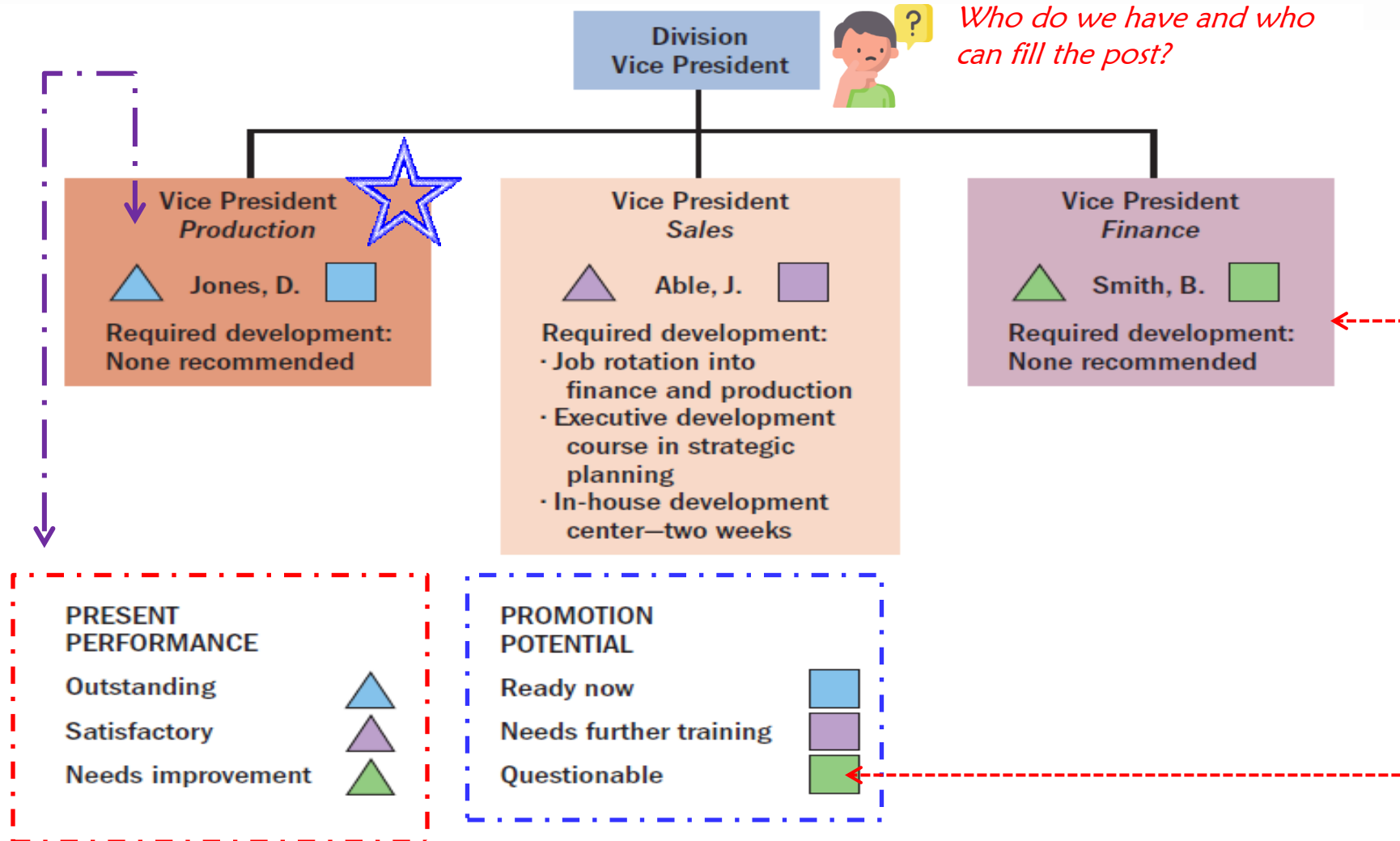


2A Personnel Replacement Chart

Shows two elements: (1) **Performance** and (2) **Promotability** of internal candidates for position's (particularly top positions) for potential replacement

- Manager can provide **rating** to each candidate in the chart and map to the needed position
- Chart has to be **updated regularly** with the performance appraisal data

2A Personnel Replacement Chart



2B 9-box Talent Grid

An assessment grid to **evaluate** both (i) current contribution and performance of candidate, and (ii) **POTENTIAL** level of growth



Forecasting **Outside Candidate Supply**

Factors In Supply of Outside Candidates

- General economic conditions
- Expected unemployment rate
-



Supply of external Candidates

Based on **secondary data** to forecast general economic conditions, occupational market conditions

e.g., Unemployment rate, Quota of various Talent Admission Schemes

Based on manager's **intuition** or personal judgment → predict what the industry trend is

e.g., feel desperate about the sluggishness in hotel and tourism industry → Large pool of potential candidates who are experienced in service sectors → favorable for recruitment

Planning and Forecasting

- **Employment or Personnel Planning**

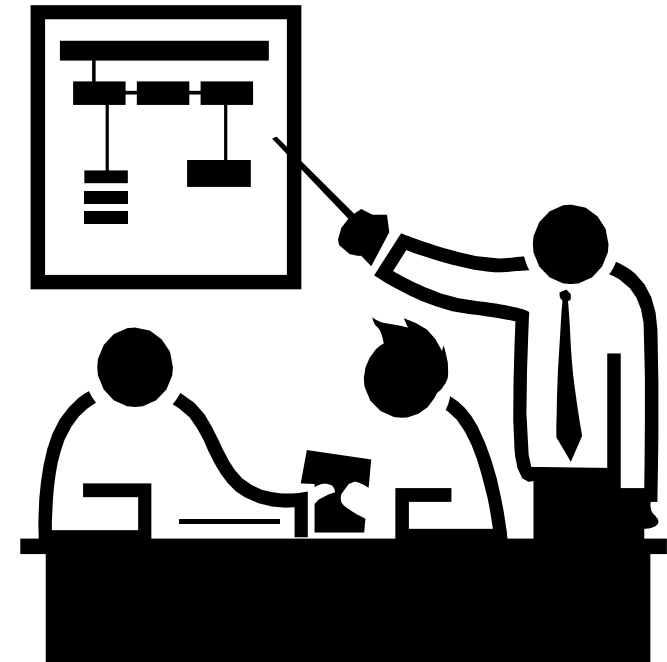
- The process of deciding what positions the firm will have to fill, and how to fill them.

- **Succession Planning**

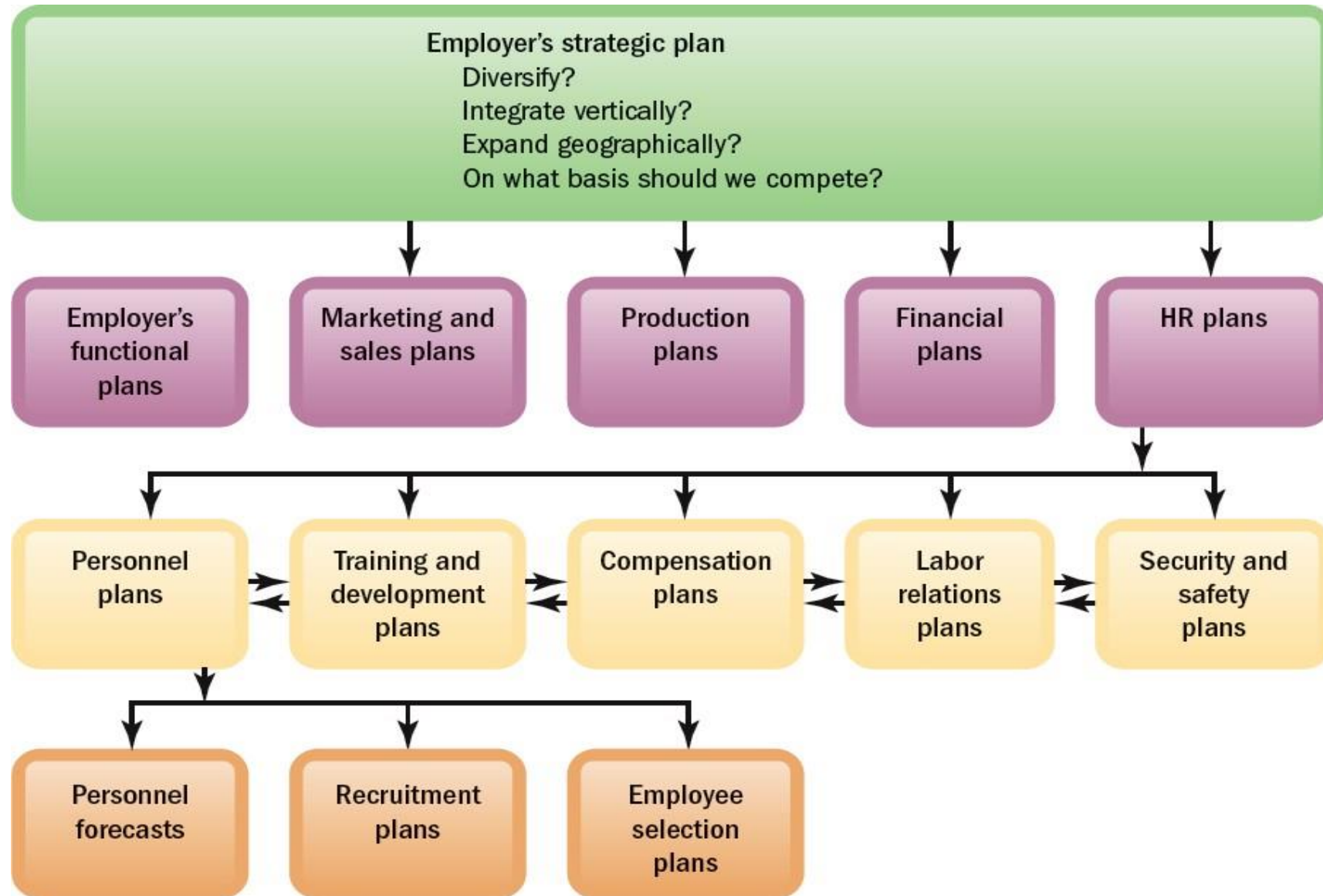
- The process of deciding how to fill the company's most important executive jobs.

- **What to Forecast?**

- Overall personnel needs
- The supply of inside candidates
- The supply of outside candidates



Alignment to Corporate Strategic Plan



Simple Personnel Forecast Plan

Exercise

1. Make a 2025 forecast of the no. of staff at each level.
2. How many staff are required to recruit externally?

	2024	2025
Manager	10	
Supervisor	20	
Staff	100	

2024 staff turnover rate: 10%

Expected promotion rate: 5%

2025 sales forecast: 10% growth

Discussion

Key Challenges about Staffing and Recruitment (Fundamentals)

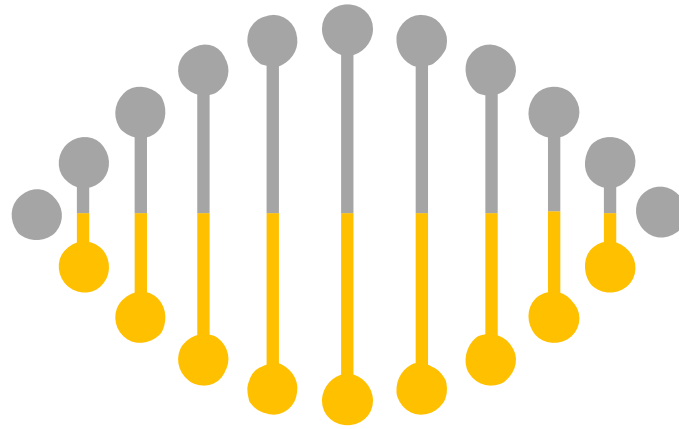
- Job Roles / Responsibilities – OLD, not update
 - Not specific, not adjust to changes ...
- Critical competencies – not available, agreed ...
- Job supervisor / manager – not involve. Wrong concept
 - thought this work is solely HR's responsibility

Discussion

- What are the factors affecting the accuracy of Human Resources Forecast?
- Any ways to avoid the issues?

Drawbacks to Traditional Forecasting Techniques

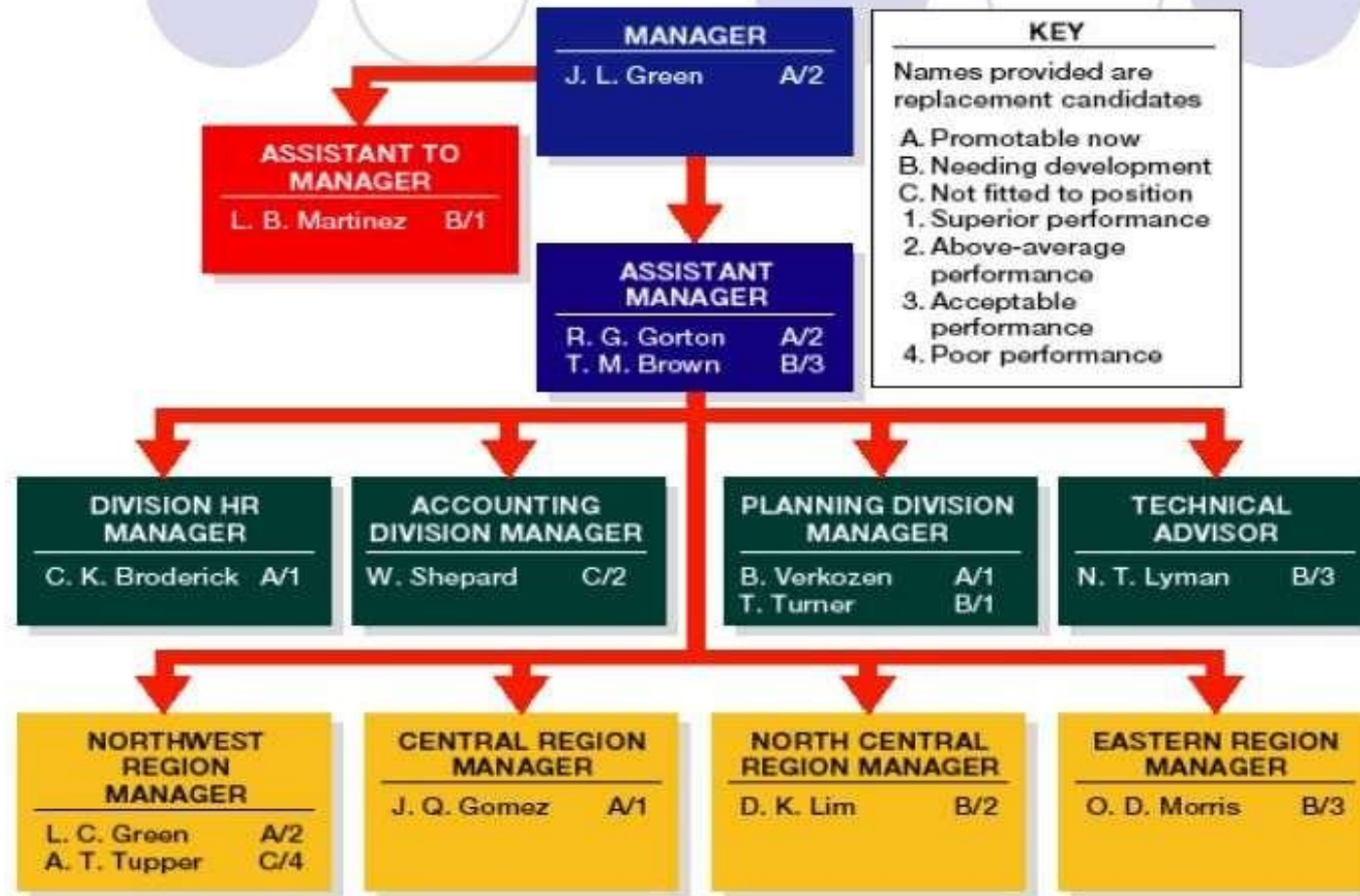
- They focus on projections and historical relationships.
- They do not consider the impact of strategic initiatives on future staffing levels.
- They do not consider the impact of the change of personnel and competencies.



Internal Recruitment Methods

Staffing – internal – Replacement

An Executive Replacement Chart



What is the issue with this replacement / succession model ?

Source for candidates

Recruiting sources from internal and external candidates

CHALLENGES



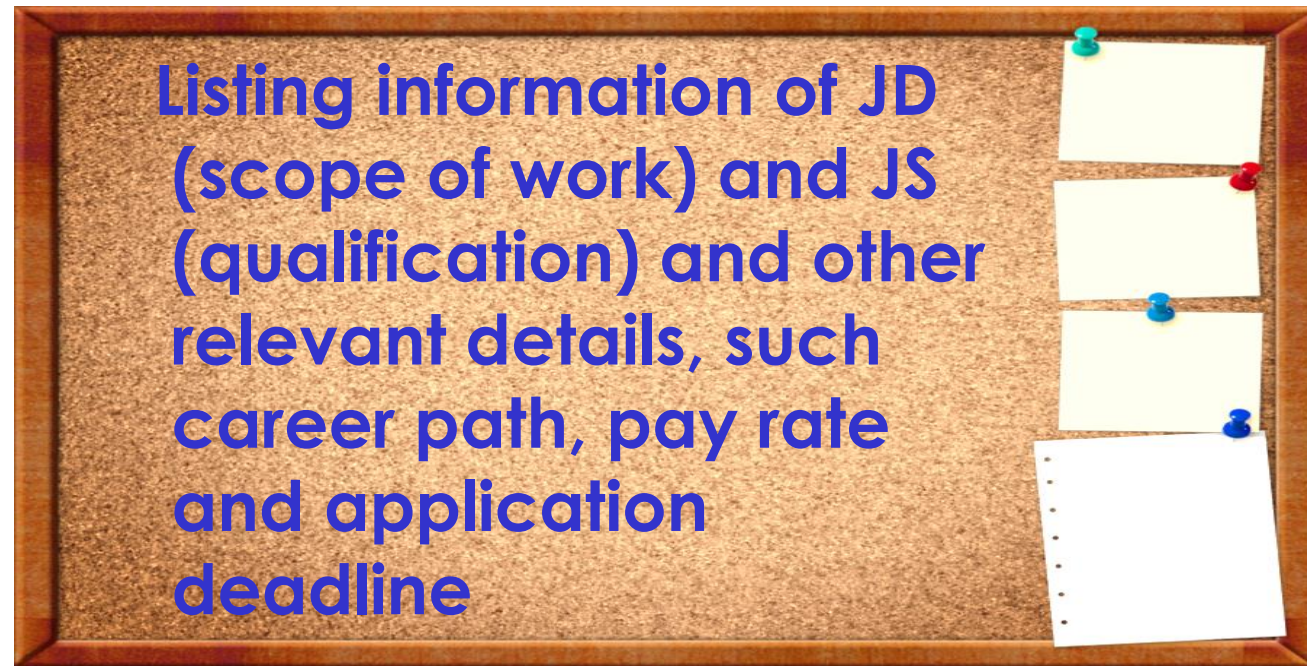
Managers have to understand some methods are more superior than the others. Thus, select the **appropriate** one according to organizational characteristics and resources

Internal Recruitment Methods

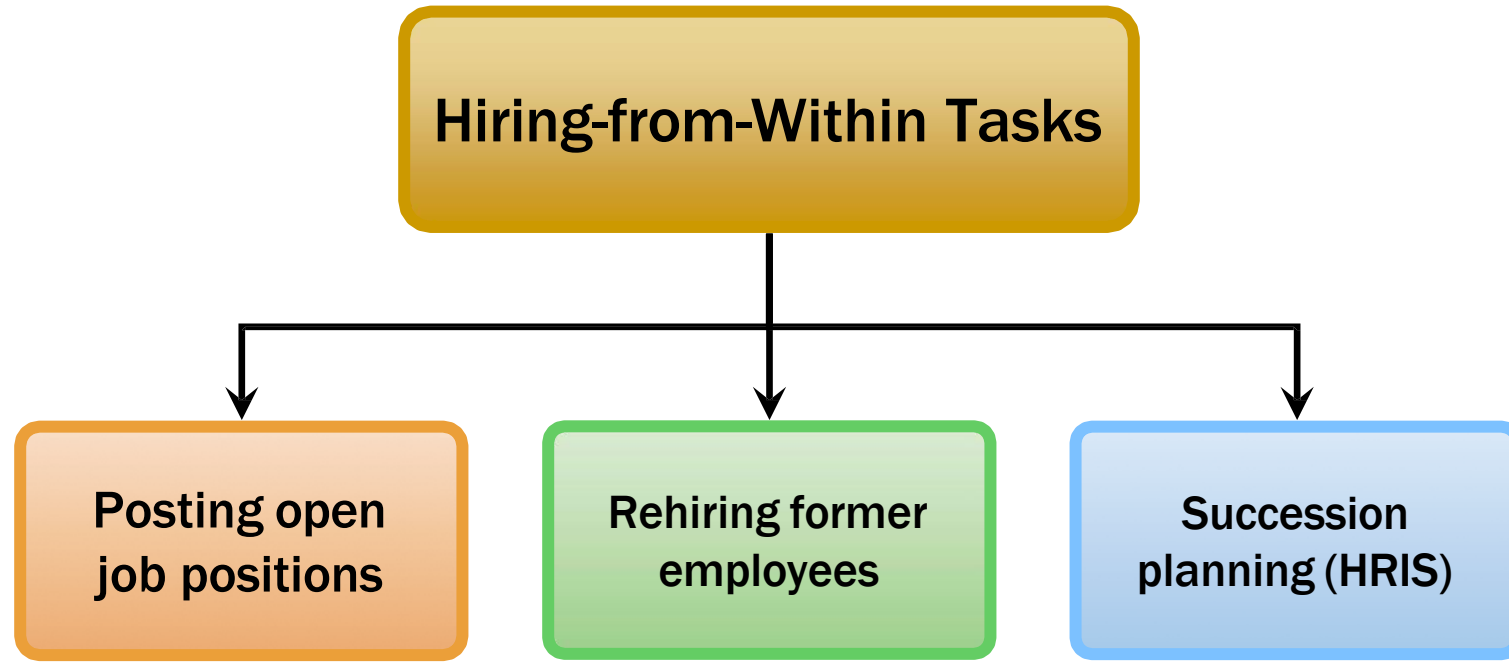
Method 1: Job Posting

What it is: **hiring from within**

through communicating information of a job opening to **current** employees, e.g., corporate emails, bulletin boards



Finding Internal Candidates



Method 1: Job Posting

Advantages

1. Foreknowledge and relatively **accurate** view of candidate's skills, strengths and weaknesses
2. Increase employees' **morale** and engagement as they see career opportunity and progress
3. Less orientation needed as candidates are current staff → **save cost**



Method 1: Job Posting

Limitations

1. Fierce competition among staff and may undermine team cooperation and spirit
2. Time may be wasted to screen and interview less competent candidates who will not be considered (as a matter of courtesy, HR has to review all applications)
3. Employees may become **discontented** when their applications get rejected.

Method 2: Rehiring

WHAT it is: Ask former employees who **left / resigned** from the company to take up the job post



Advantages:

1. Manager can **estimate** the pool size of candidates who are available for selection
2. Former employees **can adapt easily** as they know well about company operation, people and its culture

Limitations:

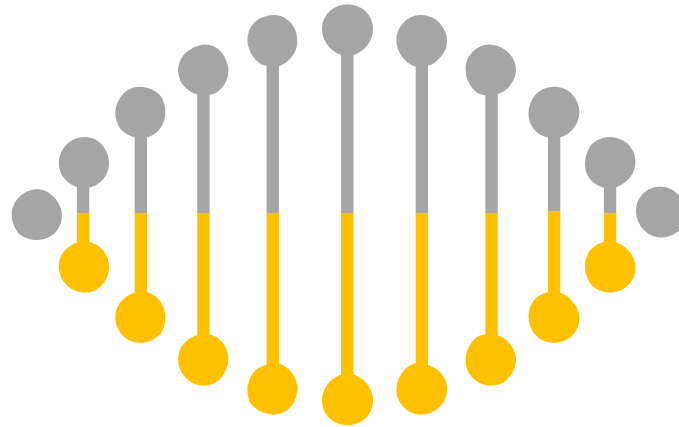
1. Return with **different attitudes** or values that may be incompatible with existing organizational practices → team conflict
2. Current employees may be **discontented** as they think their job opportunities are undermined, management value others more than current staff → **low morale**

Sometimes, organizations hire from within in order to look for **SUCCESSOR**

- competent candidates in the organization to fill KEY position and expect to direct and leverage organizational competitiveness

3 major stages:

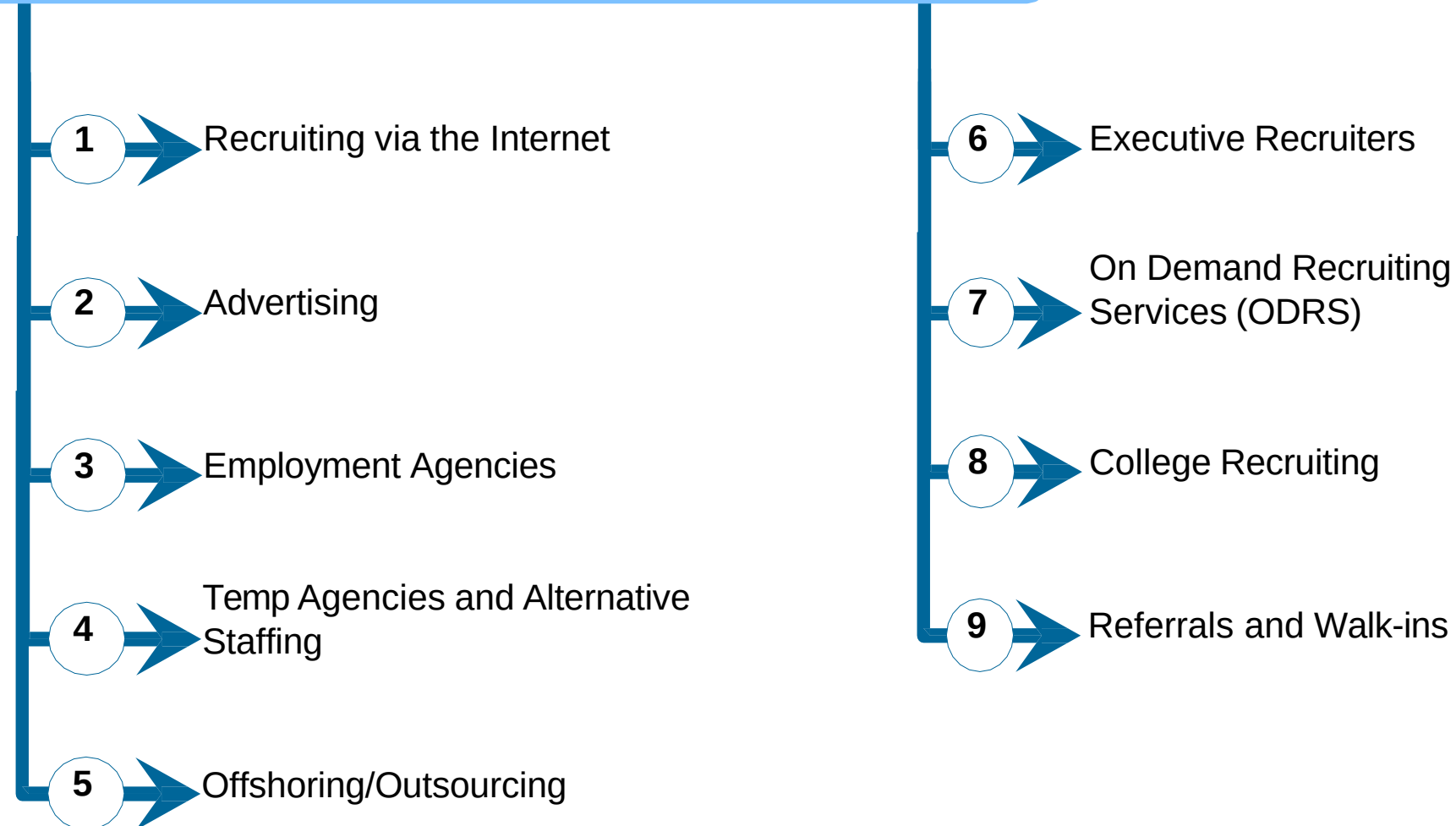
1. **Identify** key position according to organizational strategy and business plans
2. **Develop** inside candidates and provide them developmental experiences
3. **Assess** performance and choose qualified one



External Recruitment methods

Outside Sources of Candidates

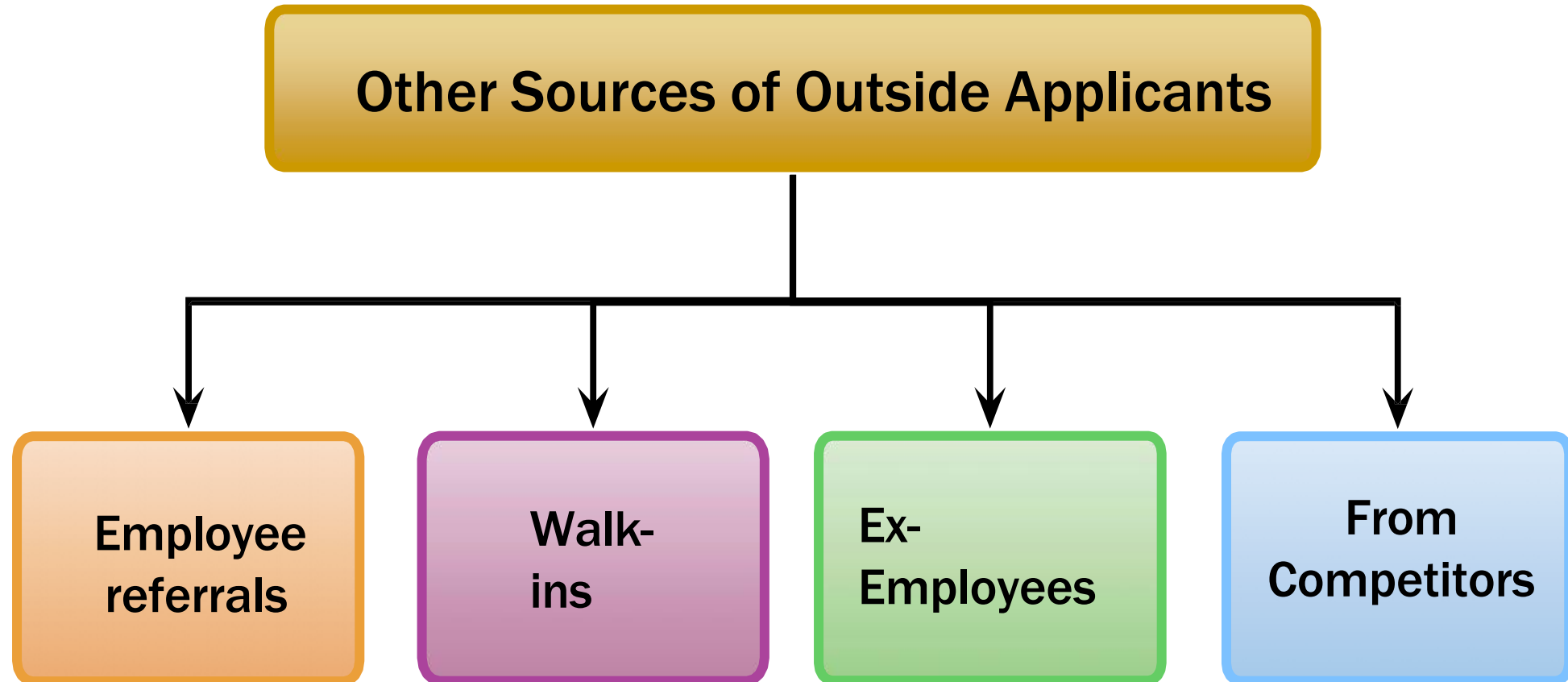
Locating Outside Candidates



Offshoring and Outsourcing Jobs



Sources of Outside Applicants



Method 1: Electronic Recruitment

WHAT it is - Posting career information through e-platform

HOW it works

Corporate-based job links: embed in its own homepage
extensive search of job vacancies and posts

Specialized Internet job boards

- **Massive** board (extensive types): Monster, Career Times, cpjobs.com
- **Niche** board: hotelcareer.com → hospitality professional; iHireHR → human resources; TalentZoo.com → media and marketing



Method 1: Electronic Recruitment

Put a tick of the features of Internet Job Boards:

- ☐ Effective searching by fields
- ☐ Job seekers can pay at a low cost
- ☐ Can share the information to a friend easily
- ☐ Apply online
- ☐ Divert to the employer's website



Method 1: Electronic Recruitment

Advantages

1. **Cost-effective**: publicize job openings to a large group of potential candidates
2. **Immediacy**: get quick responses from applicants who can complete job application online easily
3. **Time effective**: speed up cycle from application data compilation to automated prescreening, help to generate potential list of candidates for selection

Limitations

1. May generate a large number of applications from **unqualified** workers
2. May exclude candidates who are **not computer literate**, low IT adoption (e.g., elderly), or high resistance to online application



Method 2: Print Advertisement

WHAT it is - Form of advertising that **publishes** the recruitment details to reach and attract prospective and potential candidates

WHICH media

- ✓ **Local newspaper**: usually the best source to reach local community and extensive audience
- ✓ **Trade and professional journals**: effective for particular professional positions / fields

HOW:

AIDA



Method 2: Print Advertisement

Advantages

1. **Wide coverage** of audience including those experienced candidates (readership is usually older generation) or passive job seekers
2. **Flexibility**: creative design, size, frequency and newspaper choice that fit for organizational budget (job boards stick to a specific template for job information)

Limitations

1. high upfront (direct) costs and **no guarantee** of success turning readership into application
2. **Short lifespan** of the newspaper compare with online recruitment data
3. May miss out some groups who are frequent users of online channels

Method 2: **AIDA** in Advertisement

1. Attention

attract reader/job seekers' attention, develop awareness and association with readers

E.g., **great contrast of colors**, **stunning headline**, eye-catching **icon**

2. Interest

intensify their **concentration** to easy-to-follow information with attractive subheadings and illustrations

E.g., allure them to read more with, its purpose, responsibilities and the team; *"We can get you a dream job"*

Method 2: **AIDA** in Advertisement

3. Desire

create **emotional** aspiration and likes for the job nature, benefits or qualification → reader thinks “I want this job as it a perfect-fit for me.”

E.g., highlight **attractive benefits** or visualize the career prospects; *“We offer a flexible and supportive work environment ...”, “We offer attractive remuneration and benefits...”*

4. Action

elicit a sense of **urgency** or call to activate follow-up and action Right Now after reading

E.g., “**Apply Now**” button, or easy to remember email address for application, or QR code links to application site; *“For further information, please contact...”*

Recruitment Poster



ALL-TIME
FITNESS CENTER

GYM COACH HIRING

**ARE YOU FITNESS ENTHUSIAST
WITH PASSION???**
WE NEED YOU !!!

Benefits

- Good working condition
- Accidental insurance
- Salary \$23000 or above
- flexible working hour

Duties & Requirement

- Solve customers problems
- coach customers to achieve their goals
- Can-do and passionate attitude
- Ability to work independently
- Professional certificate required (HKFTA)

Contact us :

Phone: 69993446
Email: alltime@gmail.com

Action Now



www.alltimefitness.com
33 Argyle Street, Mong Kok, Kowloon





Aphrodite
Make up and Beauty

IF YOU HAVE **PASSION ON BEAUTY AND HELPING**
OTHERS FEEL CONFIDENT

JOIN US NOW!

BEAUTY ASSISTANT

Job Duties

- Assist in the daily operation of the store
- Demonstrating and promoting cosmetic products
- Providing customers with product information, advice, and recommendations
- Building and maintaining customer relationships

Job Requirements

- Form 5 or above
- Good communication skills in Cantonese, basic English and Putonghua
- Friendly, Confident and Active
- Experience in retail service is preferred

Attractive Remuneration

- + HK \$18000 or above
- + Annual leave (20 days)
- + Performance bonus
- + Career Growth Opportunities
- + Employee insurance

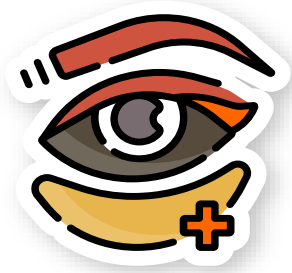


Apply Now

Which one do you like?

Why?

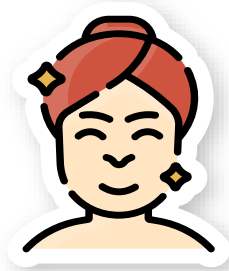
What is AIDA?



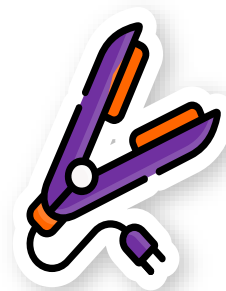
Attention



Interest



Desire



Action

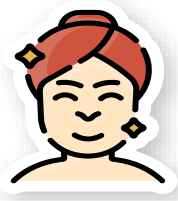
What is AIDA?

- Red and black
- Passionate about gymnastics
- Colour contrast black & pink
- Spot difference
- Raise awareness
- Recognise our icon



Attention

- Create emotional aspiration
- Generating positive feelings
- \$23000 instead of \$20397
- Flexible working hours & work-life balance



Desire



Interest

- Intensify the concentration
- Raise awareness
- Encourage to read more details
- Highlight important information



Action

- QR code
- Create sense of urgency
- Take immediate action
- Company details for further information

Method 3: Employment Agencies

What it is: company designated by a client (another company) to help with its staffing needs

Public agencies



operated by governments; major source of blue-collar and often white-collar workers

Private agencies

charge a fee; excellent sources of clerical, white-collar, and managerial personnel

Method 3: Employment Agencies

Executive recruiters: seek out top-management talent in a particular industries or fields

Also called “**headhunters**”

Agency fee \$\$ is charged regardless the outcome of recruitment process

A typical Headhunter fee will be more like 30% of first year salary with the fees broken down into instalments, usually 3 stages (**example**):

10% of salary payable on commencement of the research stage

10% of salary payable at shortlist stage

10% of salary payable on completion of the project



Method 3: Employment Agencies

Avoiding Problems With Employment Agency, HR has to:

1. Provide the agency an accurate and complete job description (from job analysis process)
2. Make sure the agency uses various **selection tools**, such as written tests, application form screening, interviews.
3. Compare periodically the employment data of candidates **accepted or rejected** by your firm, with those made by the agency: any bias
4. Evaluate the agency reputation: Check with other managers or HR people to find out which agencies have been the most effective at filling similar position

Method 3: Employment Agencies

Reasons to Use an Agency

1. Your firm does not have HR department or formal HR function
2. Your HR team cannot do effective recruitment
3. You have **time constraints** to fill up that post quickly
4. You want to generate **a large pool** of candidates for better selection
5. You want to reach prospective individuals who are **currently employed**, who might feel more comfortable dealing with employment agencies rather than directly with competing companies



Method 3: Employment Agencies

Advantages

1. **Resourceful** with good **network** and frequent contacts for targeted pools in different sectors
2. Skillful with **expertise** to identify “qualified” or dedicated candidates who intend to change jobs
3. Keep your company’s name **confidential** and the vacancy does not become public knowledge before the deal

Limitations

1. **Talent war** – large companies pay higher commission for the best talents, leaving those less preferred candidates to smaller companies
2. Agent has **private agenda** and may persuade clients to hire someone whom the agent prefers instead of finding best-fit one



Method 4: College Recruiting

WHAT it is - sending employer's representative to college campuses to prescreen applicants for different job posts

Advantages

1. **Cost effective** to attract a wide range of talented candidates in a short space of time particularly if you have many roles to fill
2. Allow candidates to explore business scope and job nature of **prospective** employer → self-screening

Limitations

1. Expensive for future training of the candidates, longer time to gain full productivity compared with experienced hires
2. Graduates may be job hoppers or shifting interest quickly, not stay long with the company

Method 5: Internships

WHAT it is - Allow students to gain exposure through working in the company within a fixed period of time

Advantages

1. Allow interns to get valuable work experience and identify potential employers
2. Employers can evaluate interns **as possible full-time employees** / utilize the interns' contributions at little cost

Limitations

1. **Expensive** to train the candidates who are less experienced or not dedicated
2. May disrupt workflow if interns are underperformed



Method 6: Referral

WHAT it is – Organizations asking **current** employees to identify and recommend potential candidates from their existing networks

Advantages:

1. prospective candidate (being referred) may have **a more realistic picture** of what working in the firm is really like.
2. **cost less** than formal recruiting efforts such as develop candidate pool

Limitations:

1. Once the referral is rejected, the current employee may be dissatisfied
2. **Nepotism** (裙帶關係): possibility to encourage practice of hiring relatives



Executive Recruitment

- **Executive Recruiters (Headhunters)**
 - Contingent-based recruiters
 - Retained executive searchers
 - Internet technology and specialization trends
- **Guidelines for Choosing a Recruiter**
 1. Make sure the firm is capable of conducting a thorough search.
 2. Meet individual who will handle your assignment.
 3. Ask how much the search firm charges.
 4. Make sure the recruiter and you agree on what sort of person you need for the position.
 5. Never rely solely on the recruiter to do reference checking.



Legal Concerns of HR Recruitment



DPP1-Data collection Principle - Data collected should be necessary but not excessive.

DPP2- Accuracy & Retention Principle - Ensure personal data is accurate and not kept longer than is necessary to fulfil the purpose for which it is used.

Recruitment of diverse workforce

Diverse Workforce

Objectives: Allow different groups of people to join the workforce or move up in career ladder

1. Women

Provide mentor or training to help them in transitional period (e.g., away from workplace for long time or adapt working in a male-dominated environment)

2. Single Parents

Provide flexi-hour work schedule or family-friendly policy to cater their needs to fulfill family roles

3. Disabled

Invest in assistive technology or tools; provide a freely accessible workplace to enable them to move around

4. Minorities

Cultivate the vision to all staff to respect and appreciate ethnic uniqueness, religious belief or culture

5. Elderly

Support them with skills acquisition or transition through on-the-job training



<https://www.ginkgohouse.hk/>



Challenges about Staffing and Recruitment

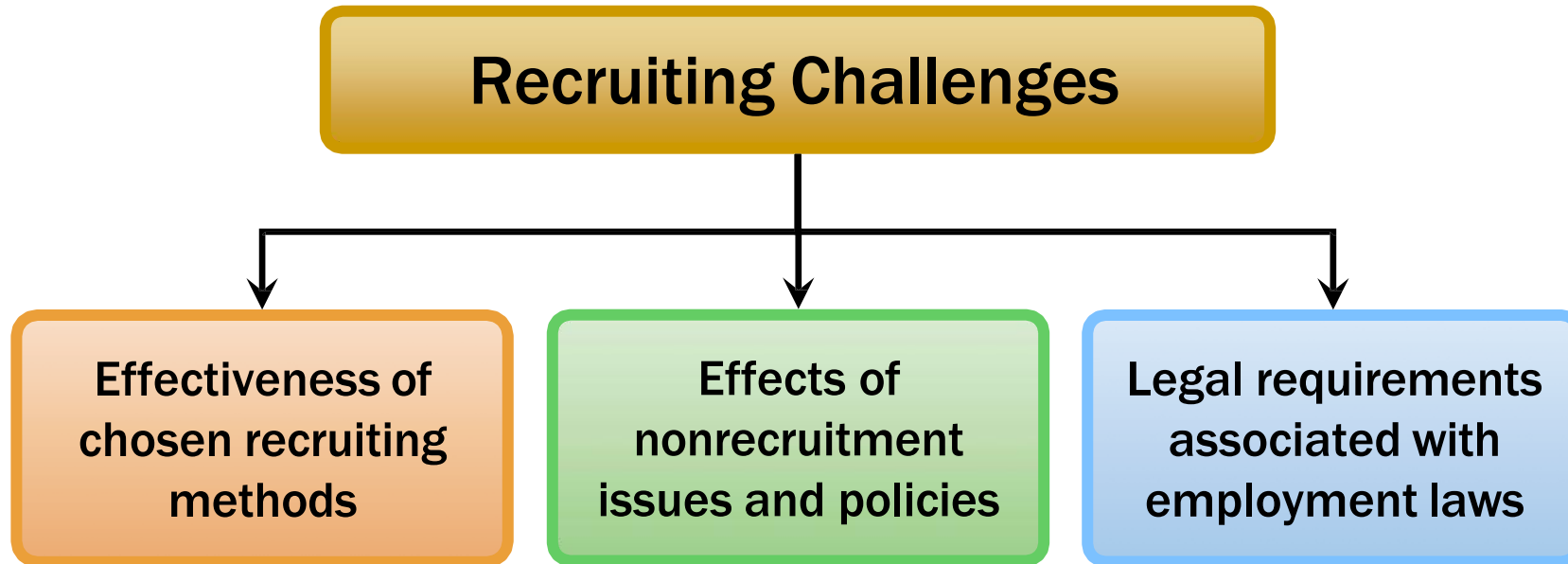
- Strategic level
 - Staffing – Planning – forward – future...
- Operation level
 - Recruitment – Immediate – Replacement

Challenges : Poor Fundamentals !

Discussion

- What are the consideration of the succession plan and implementation?

The Need for Effective Recruiting



Other Recruitment Challenges

1. Too many or too few applicants
2. Organization image – company branding
3. Job attractiveness
4. Internal organizational policies
5. Recruiting costs
6. Inadequate technology

Workplace Flexibility Options

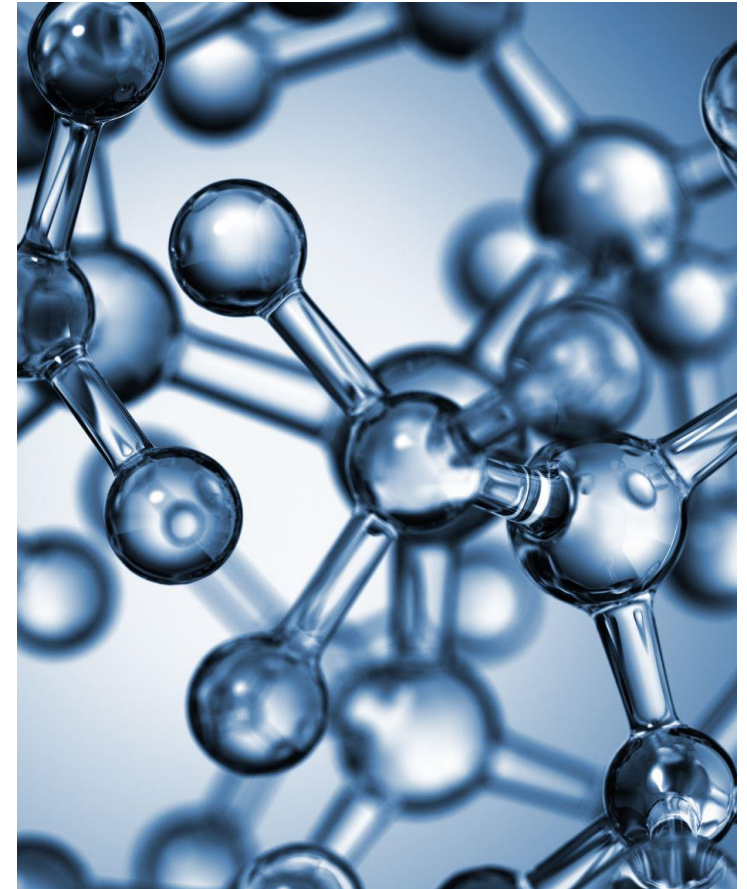
Status

- Contract, Temporary, Part-time, Job Sharing

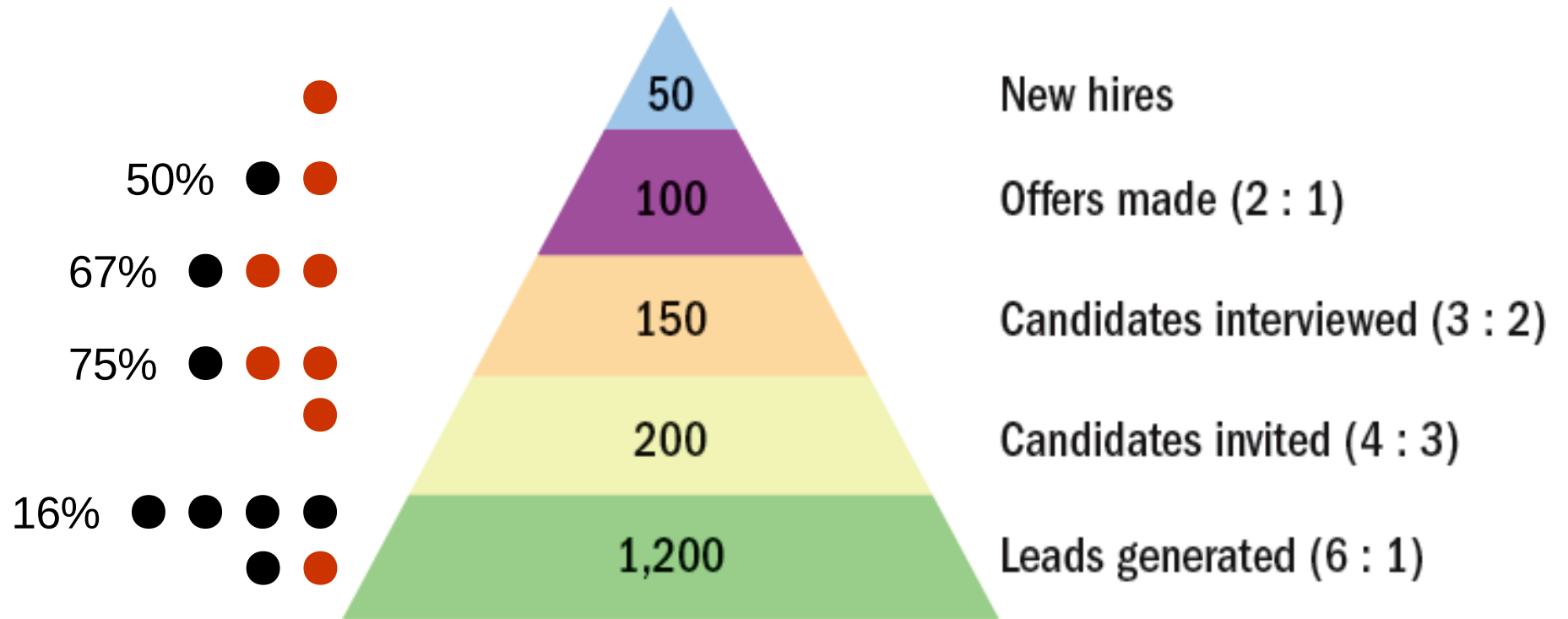
Time –

- Flex Time
- Reduced Time
- Time-off

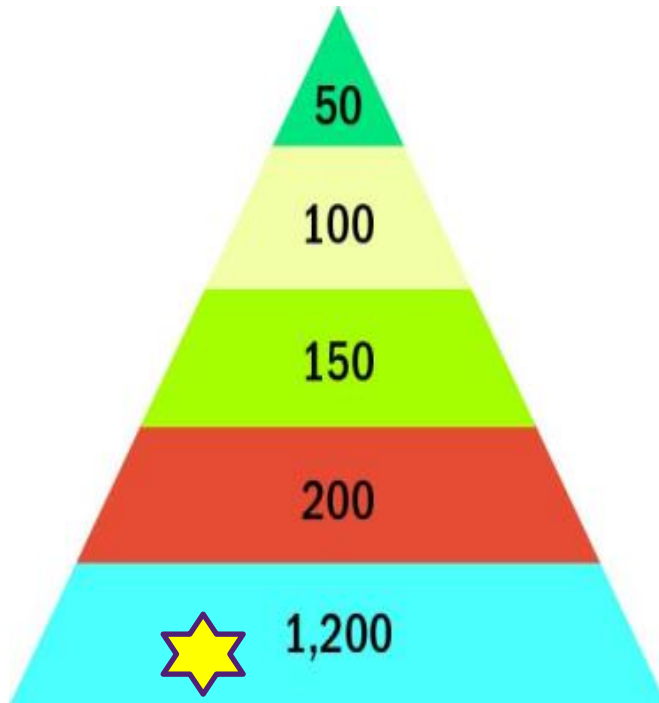
Place –
Telecommuting,
work at home



Recruiting Yield Pyramid



Recruiting Yield Pyramid



New hires

Offers made (2:1)

Candidates interviewed (3:2)

Candidates invited (4:3)

Leads generated (6:1)

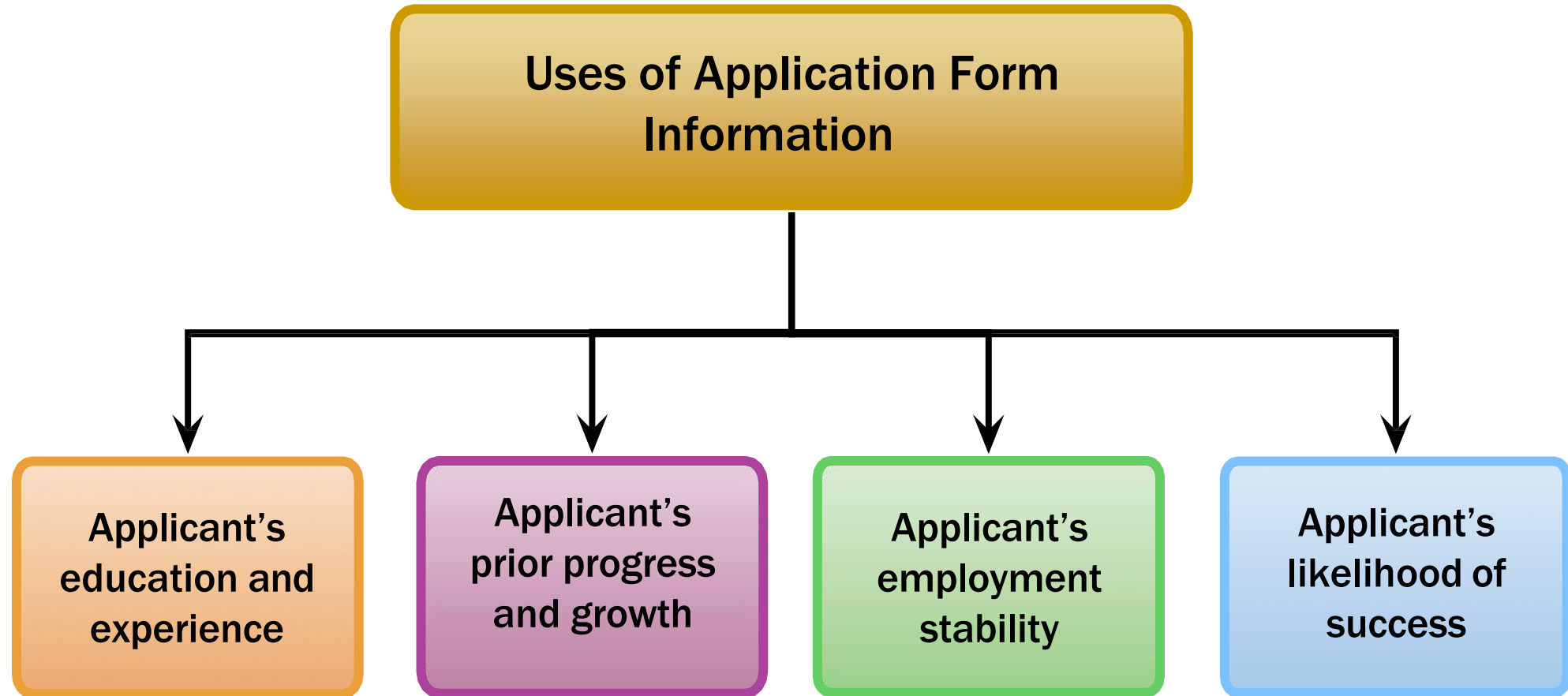
3 out of 4 from the pool (200) will be invited for interviewed
 $200 \div 4 \times 3 = 150$

One out of six leads generated will be screened.
 $1200 \div 6 \times 1 = 200$

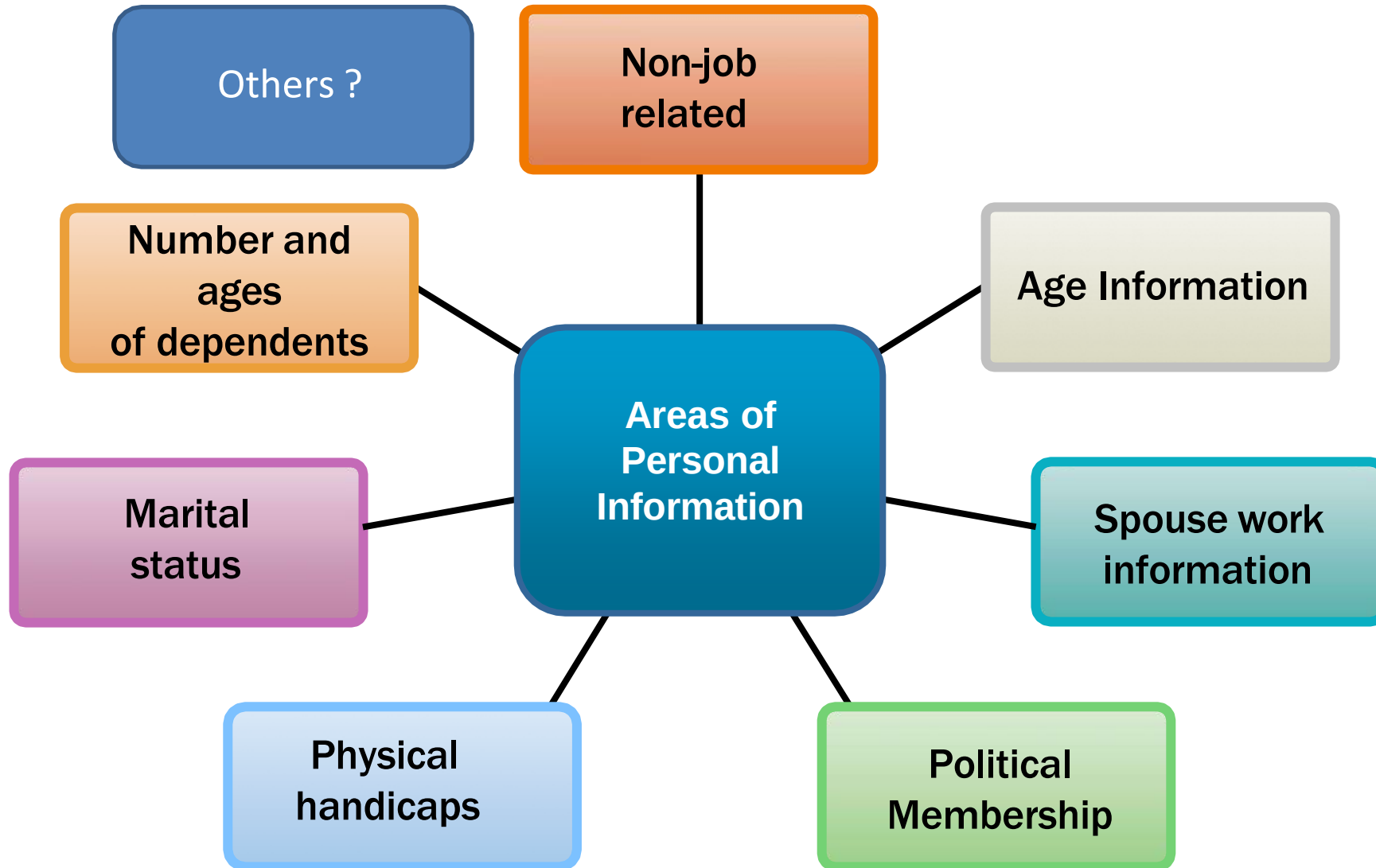
Based on **experience and recruitment records**,

You want to have 50 Assistants → you have to generate approximately 1200 leads to fill the new-hire requirement

Developing and Using Application Forms



Legal Concerns of Application Form

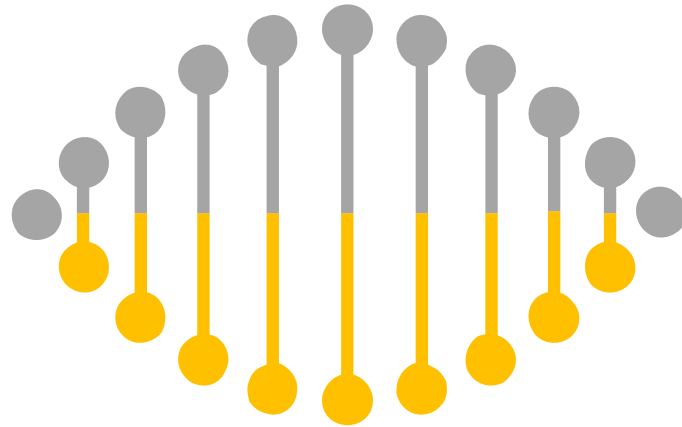


How to conduct an effective Interview

1. Understand the job
2. Structure the interview
3. Get organized
4. Establish rapport
5. Ask questions
6. Take Brief Notes during interview
7. Close the interview
8. Review the interview

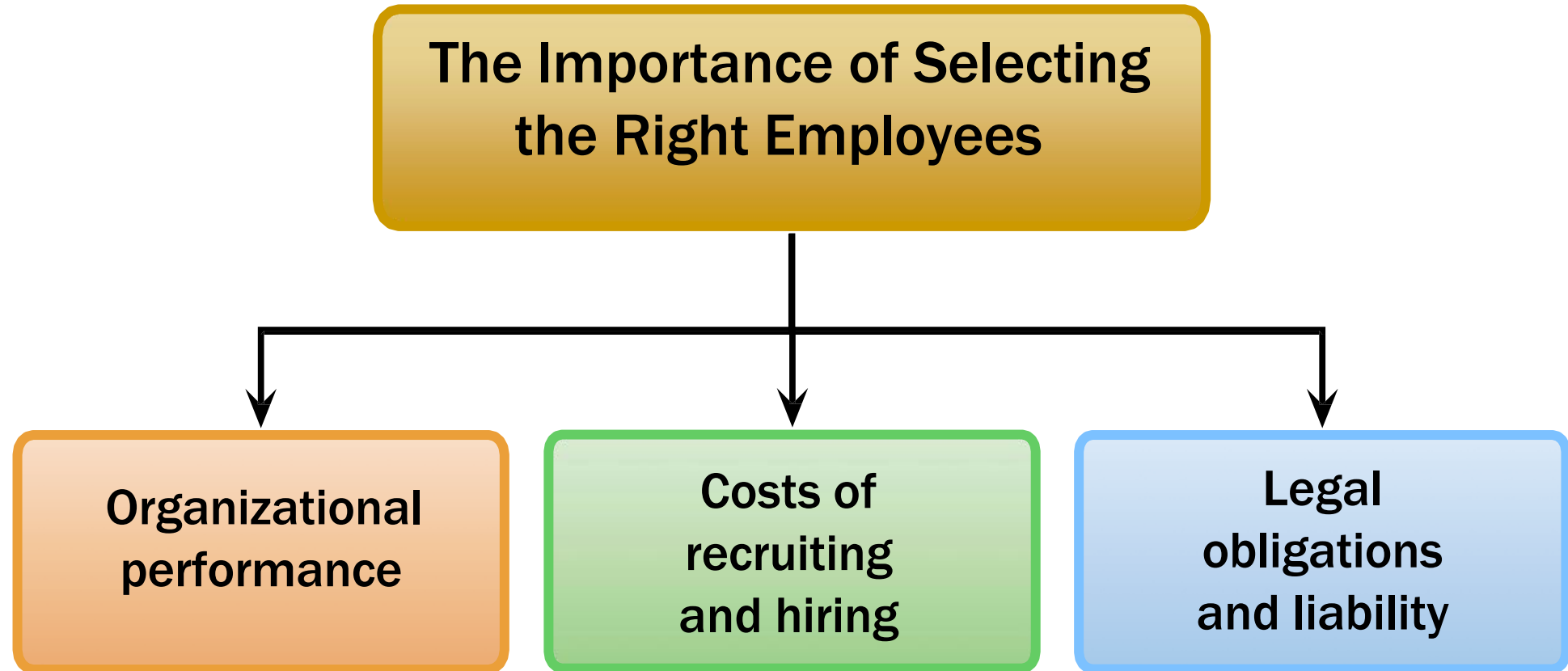


“Thanks for your coming. Our HR colleague will contact you further if you are shortlisted for next round.”



Testing and Selection

Why Careful Selection is Important



Basic Testing Concepts

Reliability

- Describes the consistency of scores obtained by the same person when retested with the identical or alternate forms of the same test.
- **Are test results stable over time?**

Validity

- Indicates whether a test is measuring what it is supposed to be measuring.
- **Does the test actually measure what it is intended to measure?**



How Do Employers Use Tests at Work?

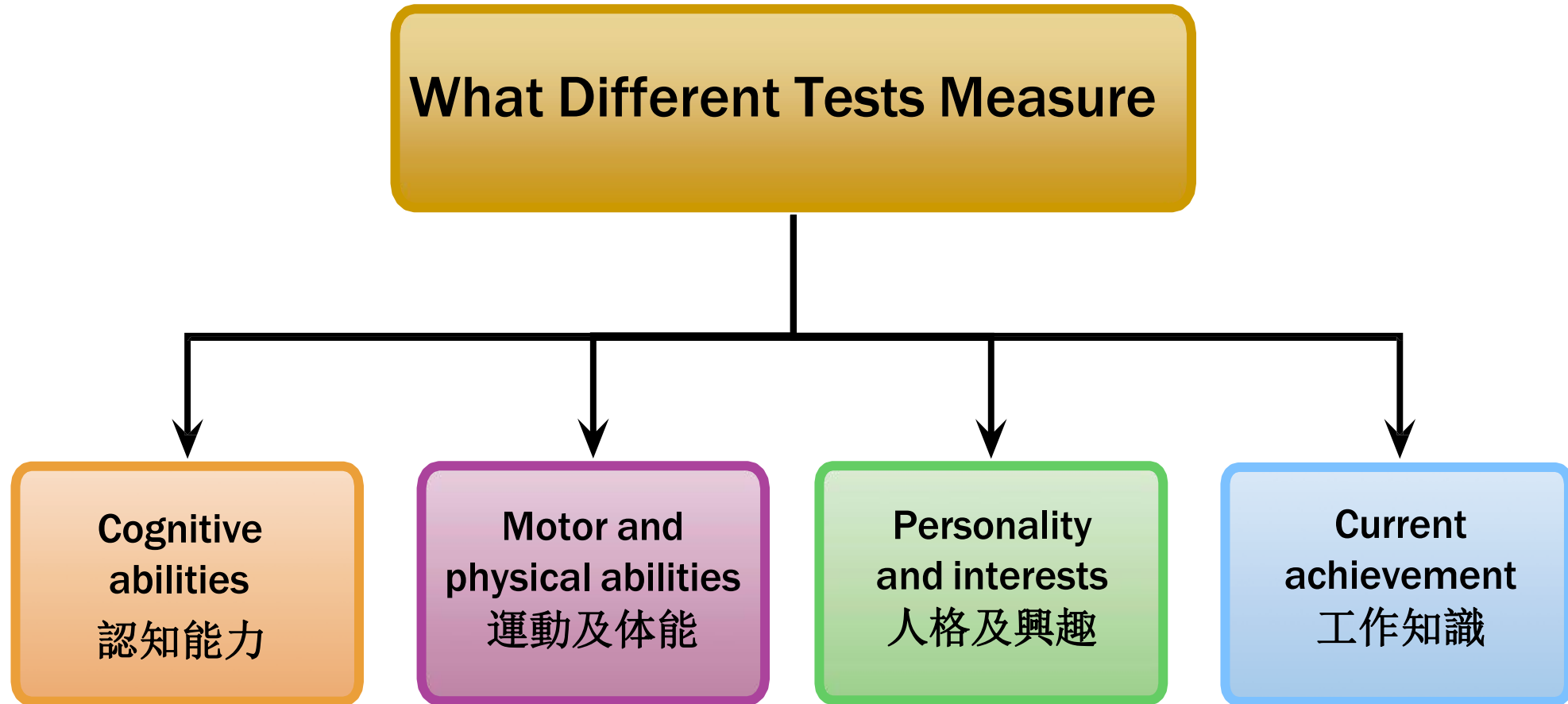
Major Types of Tests

- Basic skills tests
- Job skills tests
- Psychological tests

Why Use Testing?

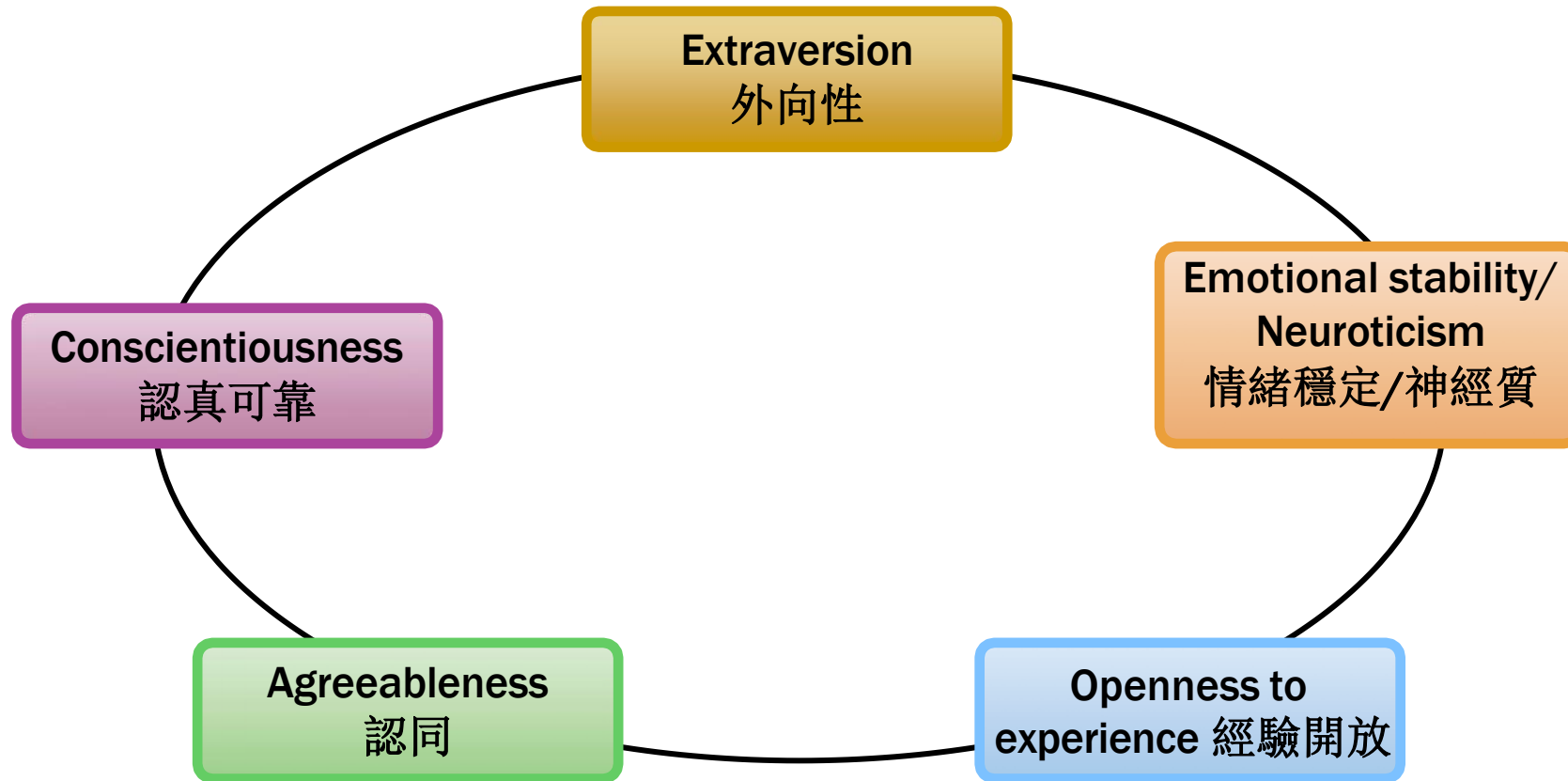
- Increased work demands = more testing
- Screen out bad or dishonest employees
- Reduce turnover by personality profiling
- More cost effective, e.g. computerized testing

Types of Tests



Personality Job Fit

MBTI + “Big Five” + Enneagram....



BIG FIVE

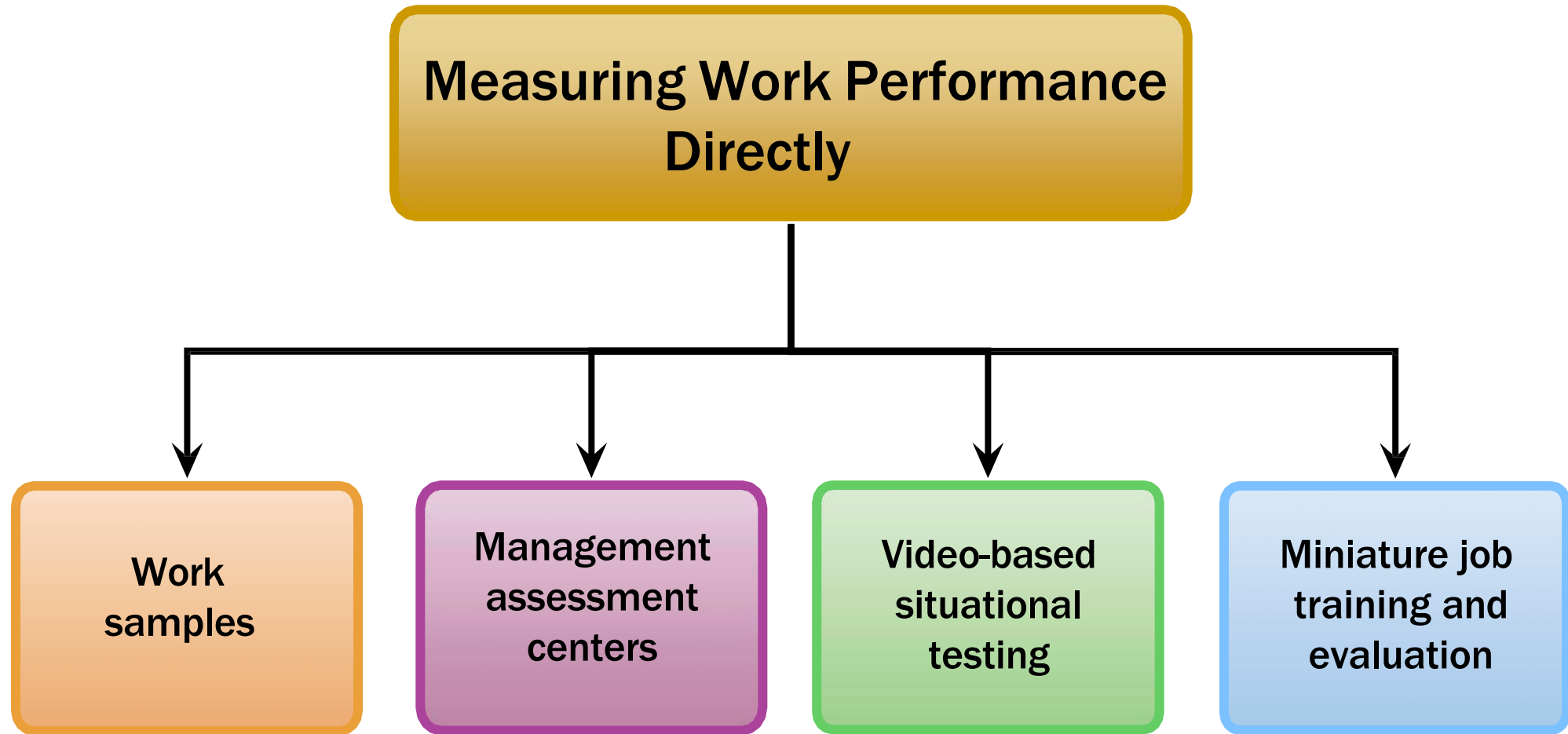
<https://meetype.com/bigfive-test>

MBTI – CAREER JOB ALIGNMENT

<HTTP://WWW.HUMANMETRICS.COM/CGI-WIN/JTYPE2.ASP>



Work Samples and Simulations



Background Investigations and Other Selection Methods

Investigations and Checks

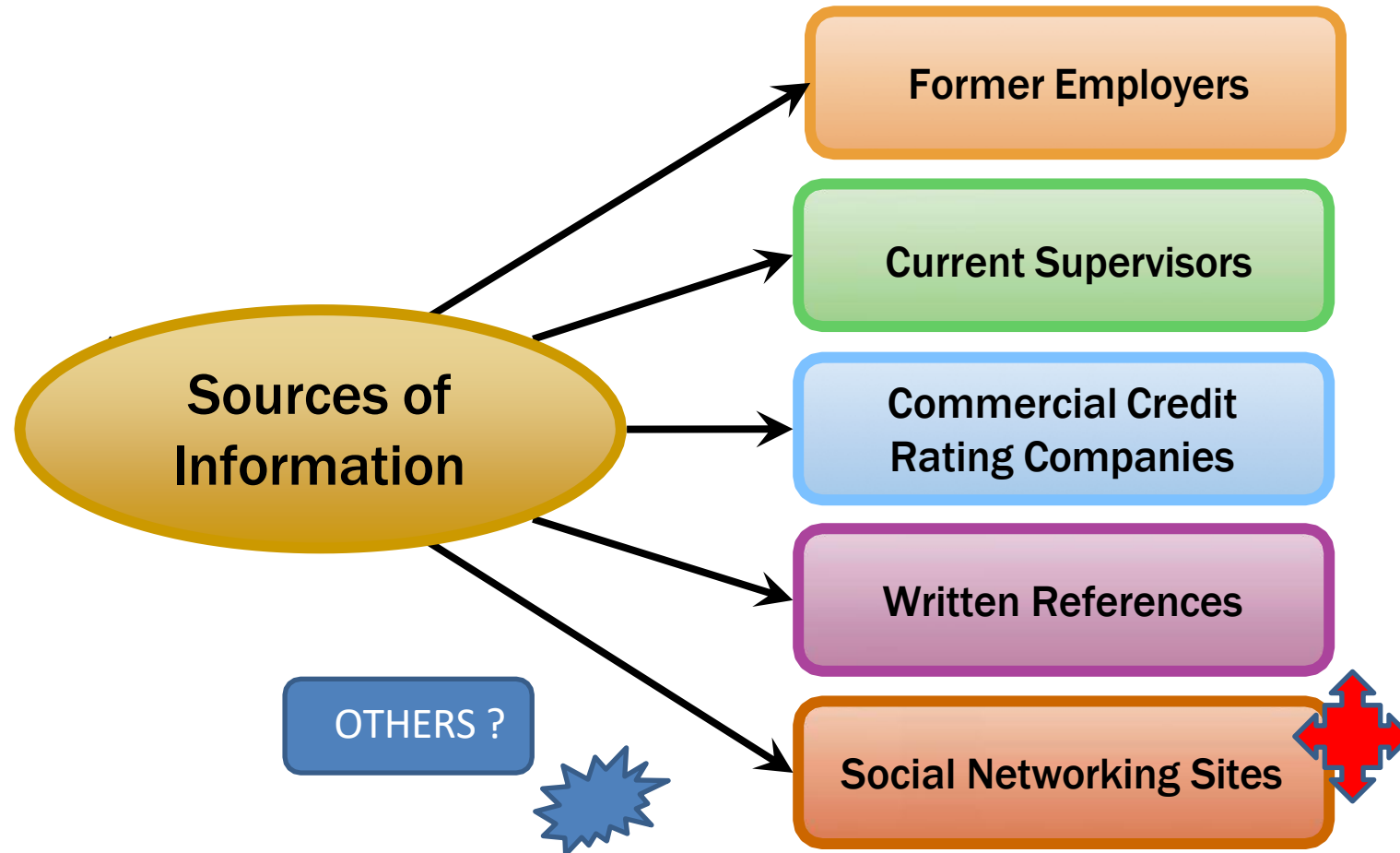
- Reference checks
- Background employment checks
- Criminal records
- Driving records
- Credit checks

Why?

- To verify factual information provided by applicants
- To uncover damaging information

Background Investigations and Reference Checks

(Which is more relevant? What else?)



Making Background Checks More Useful



INCLUDE ON THE APPLICATION FORM A STATEMENT FOR APPLICANTS TO SIGN EXPLICITLY AUTHORIZING A BACKGROUND CHECK.



USE TELEPHONE REFERENCES IF POSSIBLE.



BE PERSISTENT IN OBTAINING INFORMATION.



COMPARE THE SUBMITTED RÉSUMÉ TO THE APPLICATION.



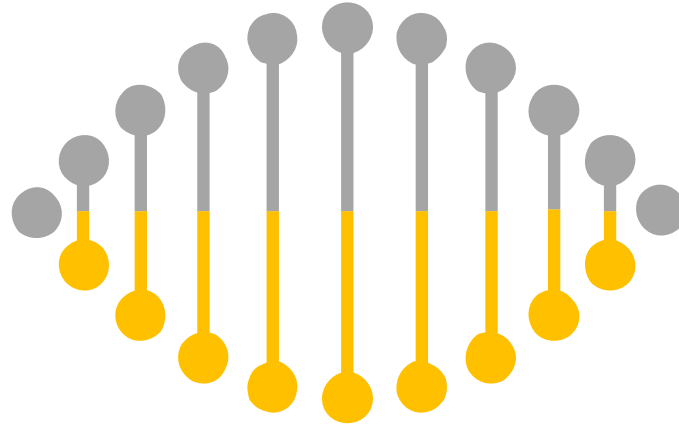
MAKE SURE THERE IS A PRE-SET STANDARD FOR PERFORMANCE RATING

Reasons for pre-employment medical examinations

- To verify that the applicant meets the physical requirements of the position.
- To discover any medical limitations to be taken into account in placing the applicant.
- To establish a record and baseline of the applicant's health for future insurance or compensation claims.
- To reduce absenteeism and accidents.
- To detect communicable diseases that may be unknown to the applicant.



Remarks: the medical centre shall be able to judge if the candidate is fit for the job according to specific JD



Staff Planning & Recruitment International context

HRM – International Staffing

- International Staffing Policies
- Recruitment and Selection of Expatriates
- Expatriate Assignments
- Repatriation
- Recruitment and Selection of employee of
 1. PCN (Parent Country Nationals)
 2. HCN (Host Country Nationals)
 3. TCN (Third Country Nationals)

Staffing: International Staffing Policies

Staffing = Human Resources Planning

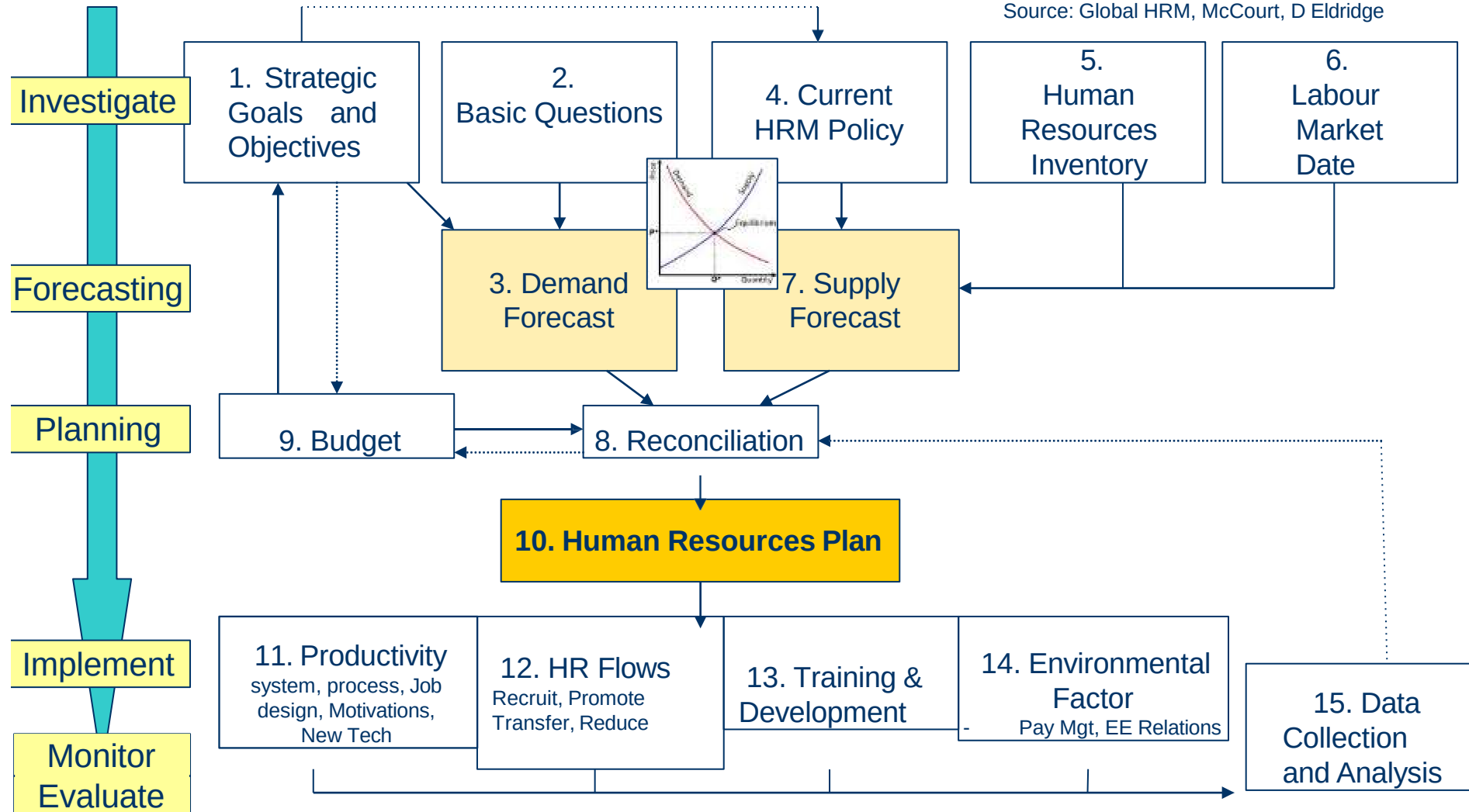
- Enables the organization to take an overall view of its staffing (HR) **needs, how many jobs, in which areas, HR inventory, where to find them, turnover, trends, supply/demand.....** >> to help achieve the **short, medium, and long** term objectives of the organisation

Sustainability

A framework for Staffing Plan & stages of planning process

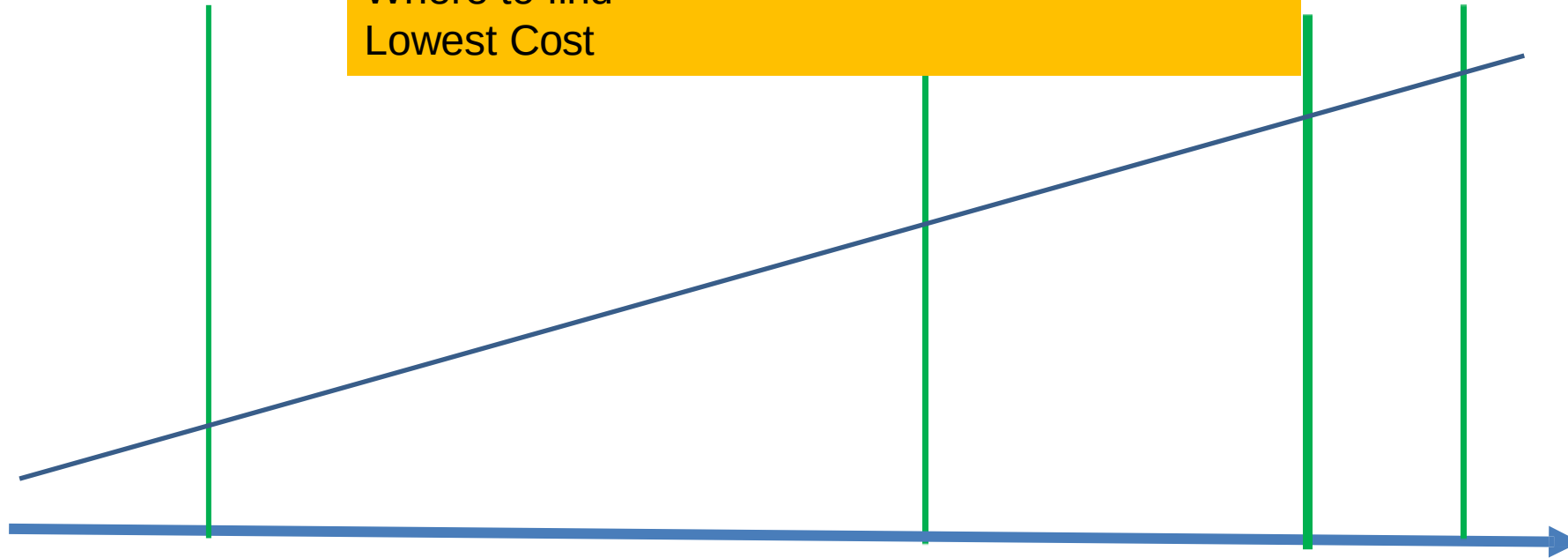


Source: Global HRM, McCourt, D Eldridge



Staff Planning & Budget

Different stage (milestone) plan
What kind of competencies required
How Many
Where to find
Lowest Cost



Resources	1	2	3	4
Staff Resource				
Other				

Characteristics of MNE Staffing Policies

- Traditional / New

1. **Traditional** – MNE staffing policies - **HQ** driven favor
 - mainly HCN send on **expatriate assignments** to foreign entities (subsidiaries, JV, alliance..)
 - Staff employees at home & local country subsidiaries
2. **New – Staffing - Mobile, Globalize work force**
 - Local >> to new local operations
 - **Hires from around the world - Globalization** – Tech / Communication – talent with same skill/education are available almost everywhere
 - Employees any assignment >> any other operation
 - Trend – Western >> Emerging Countries; talent - Outsource

Global Work Force - Mobility



- Brain-Drain – Talent of **Low Cost >> High Cost** countries
- MNE – encourage **outsource / off-shore** > low cost countries / Gov't – Win/Win
- IHRM - **Forecast what kind of talent**
 - What education / skill require to perform the job
 - Where to find that talent
 - How to recruit / Hire them

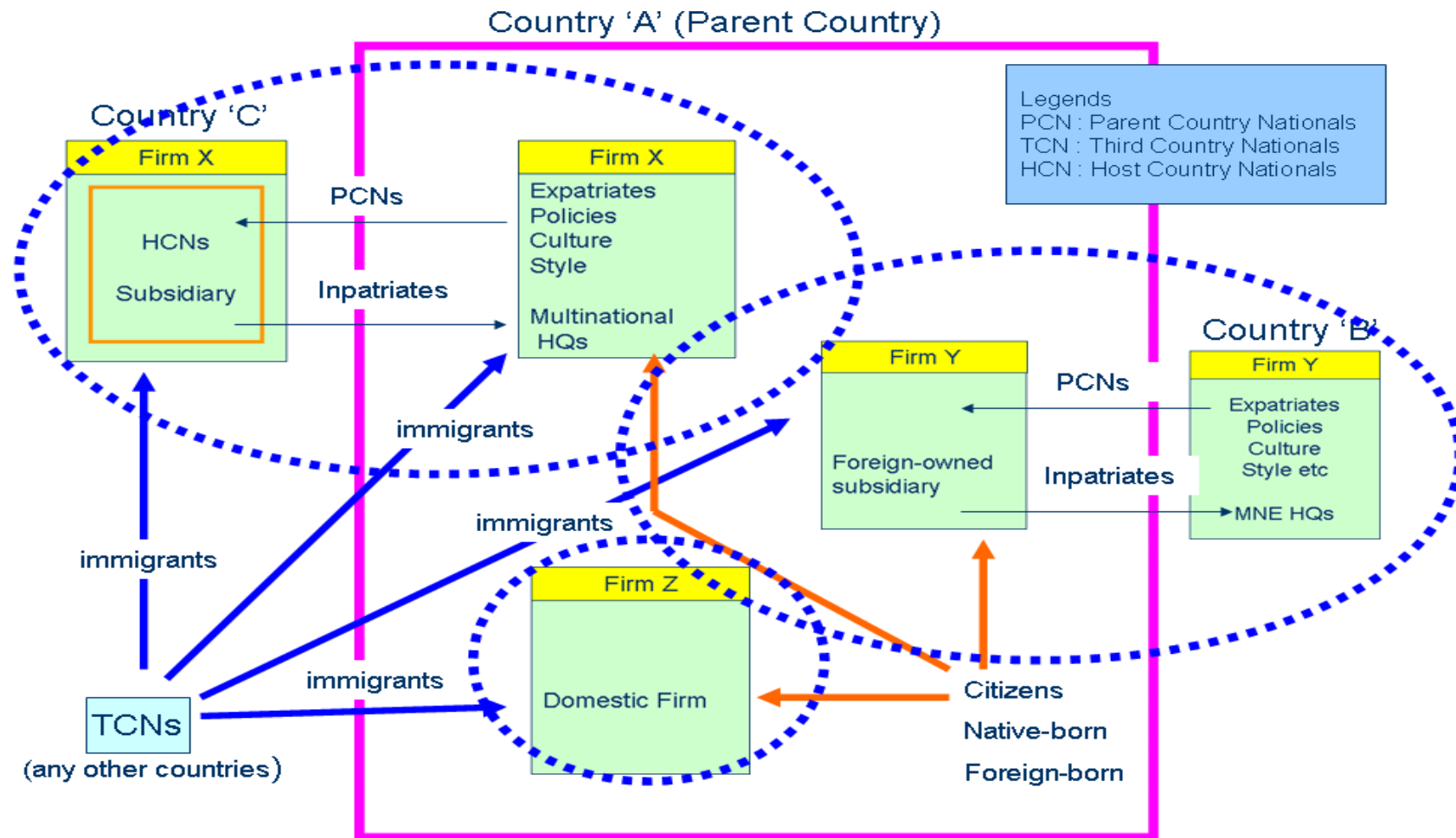


MNE Staffing (3 Types)

- International assignees & Local nationals

- **PCN – Parent Country Nationals**
 - Typical citizen and employee of the country of headquarters (HQ)
 - Expatriate - When PCN send for int'l assignment
 - Repatriate - Expatriate return back to HQ country
- **HCN – Host Country Nationals**
 - Employee of MNE's in overseas operation countries
 - Impatriates - Relocate > HQ country from home country
- **TCN – Third Country Nationals**
 - MNE hires - not from HQ country, and non subsidiaries

Discussion – Impact - Mobility of Talents Home, New countries ?



Exercise - Mobility – Talents Globally Focus – Job X – supply-demand / cost / impacts..

Stage	TCN	HCN	PCN
Short Term (1 – 18 months)			
Mid Term (18+ - 36 months)			
Longer Term (36+ months)			

MNE Staffing – Local Assignees

HCN – Host Country Nationals



- **Local country talent** of MNE foreign operations
 - HCN – Educated in PC – hire in local – win/win..
- **Favorable**
 - JV, Strategic Alliance, small start-ups, non-senior but functional specialists
 - Cost, **Pool of talent**, Expansion, localization process
 - Key Account driven – local to serve local
- **Challenge** – Inadequate Knowledge (HQ country), PC language in managerial, technology, international mind-set, not organizational savvy

MNE Staffing – Local Assignees

TCN – Third Country Nationals

- From Non-Parent, Non-Local operation countries
- **Favorable**
 - Shortage of local skills need
 - Freedom in **people movement** from country to country
 - Large **number** needs of certain specialized skill in major new operations (eg. India, China)
 - Local **gov'ts support** this outsource (developing countries)
- **Challenge** – similar to HCN, however, the **repatriation** challenge / some expenses as PCN expats, normally much lower allowance

MNE Staffing - International assignees (IA)

- Rational – Expatriate Assignment

1. Demand Driven (Gaps Driven)

- **Startups**
- **Technology Transfer**, Lack of local managerial expertise
- **Functional - Subject Matter Experts** (Tech, Eng, Finance..)
- **Major managerial** positions – Director / General Manager
- **New M&A** operations (HQ) – major M&A / Integration
- **Regional HQ** position – **strategic alignment** with HQ / Key Accounts Management (**KAM**) – regional HQ..
- **Key Countries** Strategies, China, India, Russia, Brazil, ME

2. Learn Driven (Development Plan – Driven)

- **Reward / Punishment** assignees
- **Development Plan - Experience Exposure**

MNE Staffing - International assignees (IA)

- Challenges – Expatriate Assignment

- PCN Expatriate – **Not effective**
- Higher **Cost** (3X+..) – % of failure?
- IHRM - **Right choice** of expatriate, Culture adaptive
 - International experience / mind set
- In-adequate **training** in int'l assignments
- Support to expatriate's **families** (high maintenance)
(spouses support, kids, education, fit-in new countries, housing, medical, legal, accounting/finance, tax, insurance, relocate, transportation, travel, repatriate)
- In longer term \$\$? How long ?
- Justification – **Local talent** growth ?
- **ROI (??)**
-

MNE Staffing - International assignees (IA)

- Alternatives to Expatriate

What are other alternatives ?

MNE Staffing - International assignees (IA)

- Alternatives to Expatriate

- **Local hires/nationals**
- **Domestic Internationals, International commuters, Freq Biz Trips**
- **Short-term assignment / Just in time / Ad-hoc**
- **Expat > Localization process**
- **Permanent cadre/globalist**
- **Internships**
- **Returnees**
- **2nd generation expatriate – naturalized**
- **Outsource**
- **Virtual International Employee / Shared Service / Tech teams...**
- **Self-initiated foreign worker / From host country educate in HQ >> home**
- **Retirees**
- **Build a pool of international talents (globally in each country...)**

Recap of what we have covered today

1. Staff planning and forecast
2. Four methods to collect job analysis information
3. How to write Job Description and Job Specification
4. Staff Forecast – Demand and Supply
5. Internal Recruitment methods
6. External Recruitment methods
7. Testing and selection
8. Staff planning and recruitment in international context

