

ASSIGNMENT PRESENTATION

Recruitment & Selection During Organisational Transformation

ISS Facility Services UK: Digitising Cleaning, Hygiene, and Integrated Facilities Management

Reference File Verbatim: [Juan_Martienz_ISS_Recruitment_Transformation.pptx](#)

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Submission Year: **2026**

Compliance: **Arial Font, Standard British English (UK)**

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ISS UK: ORGANISATIONAL TRANSFORMATION CONTEXT

The Strategic Transition: "People-First" Digitised Cleanliness

ISS Facility Services UK integrates professional cleaning, workplace, technical operations, and sanitisation services under a holistic model. To maintain market supremacy, ISS is undertaking a massive digital operational shift.

- **Operational Shift:** Transitioning away from uncoordinated manual cleaning logs to IoT-enabled room occupancy tracking.
- **Innovative Standards:** Implementing standardized Pure Space technology-driven hygiene validations across all client facilities.

Critical Strategic Transformation Roles to Recruit:

1. Cleaning Operations Manager
2. Digital Implementation Manager
3. Change Manager
4. Hygiene Training Lead



STRATEGIC TRANSFORMATION RECRUITING PIPELINE



Academic Foundation: Developing criteria-focused recruitment paths ensures legal consistency, reduces adverse selection, and strengthens objective evidence-based organizational capabilities

(CIPD, 2024; Campion et al., 1998)

JOB ANALYSIS & RECRUITMENT SPECIFICATION BLUEPRINT

Job Analysis Execution: HR Officers evaluate cleaning shifts on-site, review client feedback arrays, consult health & safety officers, and map diagnostic interface challenges
(Campion et al., 1998)

Analytical Dimension	Case Profile: Digital Implementation Manager (Transformation Hire)
Job Description (JD)	Coordinate multi-site regional rollouts of proprietary mobile task management systems. Convert performance dashboard anomalies into on-the-ground operational solutions. Coach site supervisors.
Essential Person Specification	Proven technological deployment experience. Exceptional cross-functional communication abilities. Analytical and data literate. Creative operational problem solver.
Desirable Person Specification	Demonstrated professional experience working within commercial hygiene or complex integrated facilities management (IFM) operations.

TARGETED INCLUSIVE OMNICHANNEL SOURCING



ISS Career Hub

Leverages the internal talent marketplace. Focuses on retaining current high-performing cleaning staff and upskilling active supervisors into change-oriented managers.



Specialist Networks

Utilizes *LinkedIn* and *CIPD Jobs* targeting certified professionals (e.g., Change Managers, Digital Implementation Managers) with specialized technological expertise.



Community Alliances

Collaborations with regional job centers and inclusive local partnerships. Reaches frontline workers to guarantee broad, non-discriminatory geographical representation.

Inclusive Operational Safeguards: Recruitment materials are created using plain English, strictly free of corporate jargon. Advertisements clearly state active shifts, location boundaries, correct pay indices, and transparent support for adjustments

(CIPD, 2024)

. Regular right-to-work, basic screening, and safety compliance checks are performed on all hires.

ASSESSMENT 1: STRUCTURED COMPETENCY PANELS

Target Roles: Cleaning Operations Manager & Change Manager

Enforces strict procedural standards. All applicants face identical pre-formulated questions asked in the same sequence, with independent panel grading metrics

(Campion et al., 1998)

Competency Question Design:

"Describe a time you noticed severe compliance failures across multiple operational sites. What specific actions did you take to re-engage employees, and how did you measure success?"

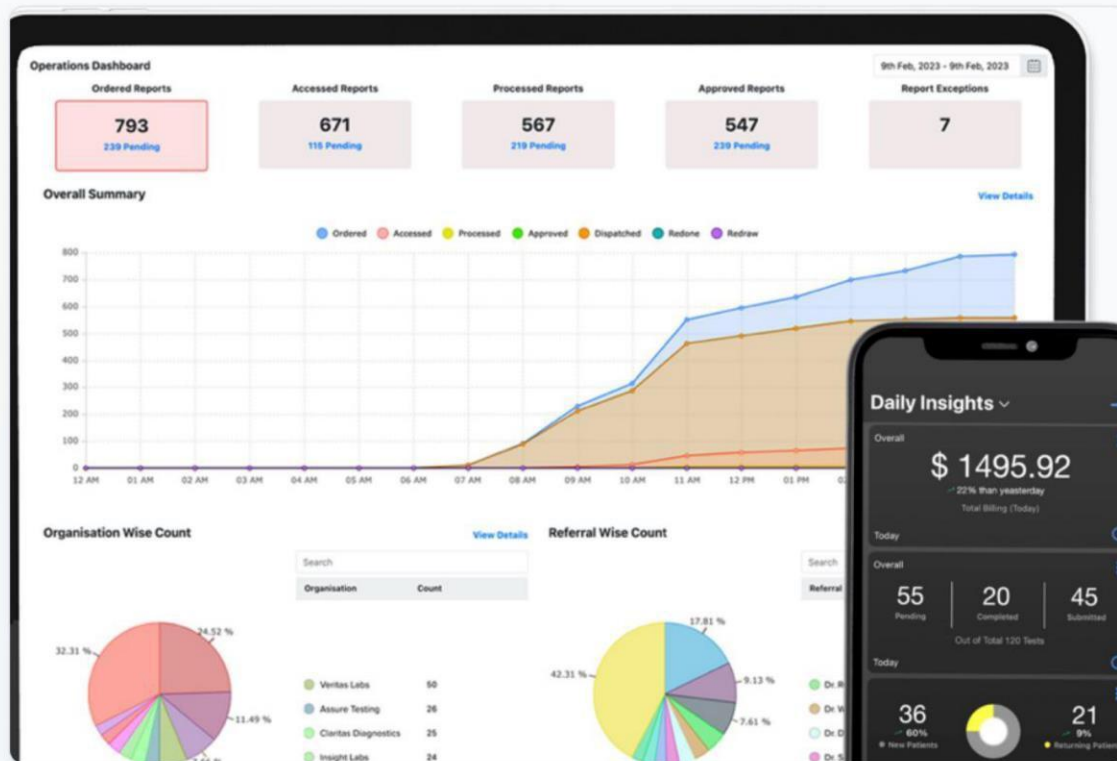
Critical Appraisal: Minimizes affinity bias, facilitates direct applicant comparisons, and is legally defensible. However, it requires extensive front-end panel training.

Need more help on this tab? Please read the **Instructions at the bottom** of this sheet.

Role	Insert role title
Role description	Insert role description
Panel member	Insert interviewer name

Category	Weighting of category	Interview Questions	Candidate 1		Candidate 2	
			Insert name	Insert date	Insert name	Insert date
			Interview method	Interview method	Interview method	Interview method
Background and experience: This section provides background and context based on the candidate's CV.		Example Questions: 1. Walk me through your background and experience that led you to this point in your career. 2. Can you provide an overview of your current role and responsibilities, specifically emphasizing the skills and experiences that make you a strong fit for this position? 3. Describe a specific project or accomplishment from the past three to five years that you are particularly proud of. 4. What was the most challenging aspect of that project or accomplishment? 5. Imagine you're mentoring a recent graduate or someone transitioning into your field. What advice or guidance would you provide to help them navigate and succeed in this industry? 6. What aspects of this role and its responsibilities resonate with your professional goals and interests?	Score	Score will be calculated automatically	Score	
Technical competency-based business questions: This section covers specific competencies relevant for a given role.		Example Questions: 1. Tell us about your experience in implementing new company policies or programs. 2. The HR Specialist position requires strict compliance with labor policies. What experience do you have to help you research and follow these policies? 3. How do you identify training needs? How would you conduct a skills gap analysis? 4. How do you determine if the training program was effective? What's the best way to assess how training impacts employees' performance?	Score	Score will be calculated automatically	Score	
Culture fit: The questions in this section help the interviewer better understand how the candidate aligns with the organization's values.		Example Questions: 1. How would you describe your preferred work environment and company culture? 2. Can you provide an example of a time when you had to adapt to a new work culture or environment? How did you handle it? 3. Tell me about a time when you faced a challenge or conflict within a team. How did you contribute to resolving it while maintaining a positive working relationship?	Score	Score will be calculated automatically	Score	

ASSESSMENT 2: SITUATIONAL JUDGEMENT INTERVIEWS



Target Roles: Digital Implementation Manager & Hygiene Training Lead

Evaluates immediate decision-making and practical reasoning. Candidates are placed in realistic future scenarios based on common challenges in the ISS digital transformation roadmap.

SJI Question Scenario:

"A regional facility team complains that our new task-tracking software slows them down, and a key client reports missed sanitisation tasks. How do you respond in the first 48 hours?"

Critical Appraisal: Offers high validity for predicting operational reasoning under pressure

(Schmidt & Hunter, 1998)

. However, candidates can easily fake answers by describing ideal responses rather than their actual behavior.

ASSESSMENT 3: WORK-SAMPLE SIMULATIONS

Target Roles: Senior Operational Leadership & Technical Roles. Work-sample testing assesses actual job performance by requiring candidates to complete hands-on, job-related tasks in a controlled setting

(Schmidt & Hunter, 1998; CIPD, 2024)

Assessment Exercise	Practical Execution & Core Performance Indicators
Dashboard Diagnostic	Candidates are given a mock IoT performance dashboard with dropping hygiene scores. They must isolate the issue and draft an immediate operational fix in 20 minutes.
Client Escalation	A live role-play scenario where the candidate must de-escalate a client who is upset about scheduling friction caused by our digital tool transition.
Staff Briefing Simulation	A brief, structured presentation delivering digital cleaning adoption goals to an unmotivated, skeptical team of cleaning operatives.

TAXONOMY OF QUESTIONING STYLES

Behavioural (STAR)

Examines past events using *Situation, Task, Action, and Result* to gather verifiable evidence of on-the-job performance.

"Describe how you handled a past cleaning quality issue."

Probing Inquiries

Digs beneath generic answers to isolate a candidate's actual contributions and prevent team-credit inflation.

"What was your personal responsibility? What exactly did you say next?"

Socratic Method

Challenges a candidate's underlying logic and helps evaluate complex ethical choices and operational balance.

"How do you balance rapid cleaning speeds with chemical contact times?"

Compliance Warning: Instructors must strictly avoid asking questions related to protected characteristics (e.g., age, marital status, nationality) to protect the business from legal risk. Every evaluation should be graded against pre-defined, job-related criteria.

F2F VS. VIRTUAL INTERVIEW ASSESSMENT

Operational Lens	Face-to-Face (On-Site Integration)	Virtual (Video Platform Deployment)
Cost & Speed	Higher travel costs and complex multi-panel coordination can slow down the hiring timeline.	Very cost-effective, scalable, and speeds up the initial screening process.
Inclusivity & Access	Can create geographic barriers for candidates who struggle with travel or caregiving commitments.	Removes geographic barriers, but can disadvantage candidates with poor internet access or low digital confidence.
Evaluation Quality	Provides richer interactions, making it easier to read body language and run on-site simulations.	Offers fewer contextual cues, which can feel transactional unless the panel is well-trained.

Balanced Hybrid Solution: Use virtual interviews for initial screening rounds to maximize candidate reach, then transition to in-person interviews or hybrid simulations for final leadership selections

(CIPD, 2024)

EXECUTIVE ACTION PLAN & RECOMMENDATIONS

1. Define Future Capabilities

Run structured job analyses on-site to build modern, tech-focused candidate specifications.

3. Focus on Practical Performance

Combine situational questions with realistic, hands-on tasks during final-round evaluations.

5. Adopt a Hybrid Framework

Combine digital screening for speed with in-person interviews to assess hands-on operational leadership.

2. Standardise Evaluations

Make structured competency panels your default interview format to reduce bias and improve reliability.

4. Standardise Panel Scoring

Train all interviewers and require independent, objective scoring to ensure fair decisions.

6. Deliver a High-Impact Onboarding

Create clear training paths to help new hires master digital workflows and Pure Space safety standards.

ACADEMIC & CORPORATE REFERENCES

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Submission Context Note: Prepared in strict accordance with the LCLM5002 academic regulations. This slide deck has been cross-referenced with the source PowerPoint draft: "Juan_Martienz_ISS_Recruitment_Transformation.pptx".

IMAGE SOURCES



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