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BMMB7025

Managing People in Organisations

Recruiting, Selecting and Onboarding

Dr. Helen Lee

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives



www.uwtsd.ac.uk

Recap

Last week gave
an overview of...

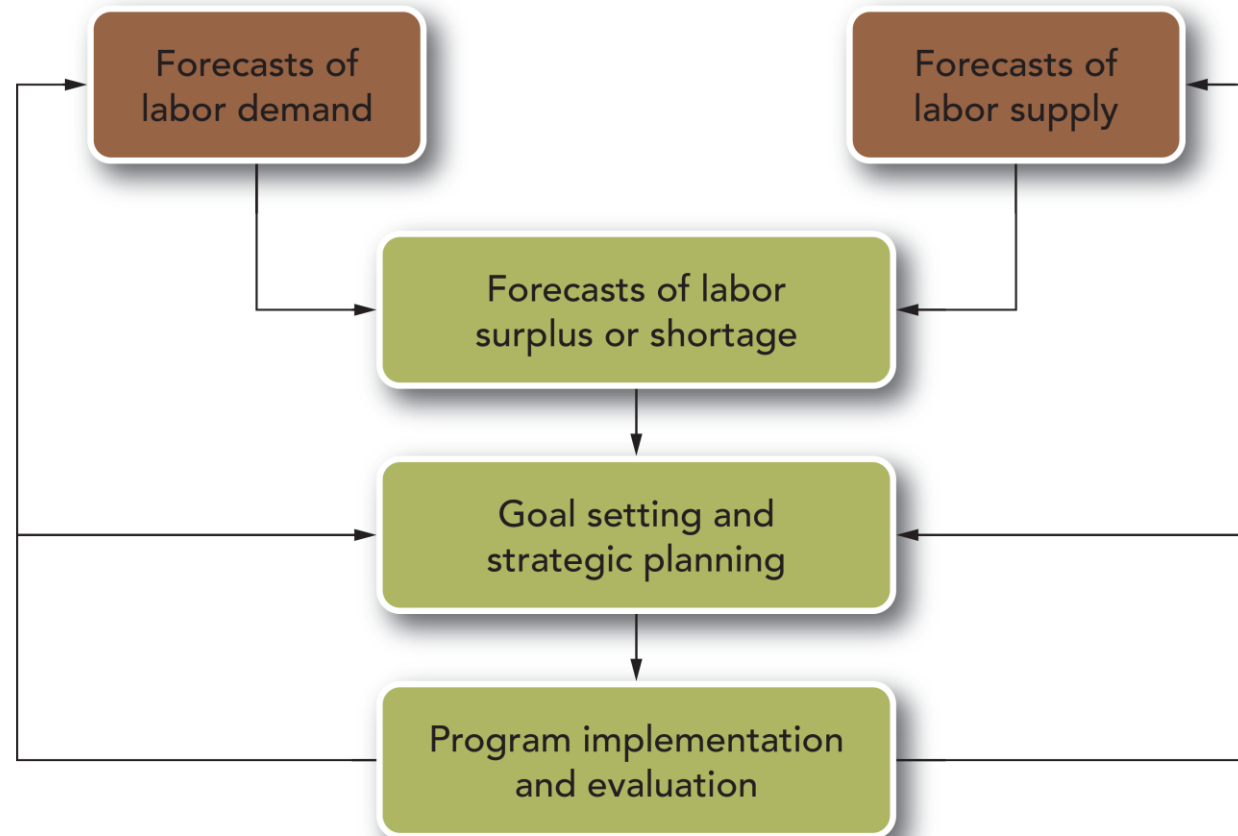
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Agenda

- Recap of last session
- Strategic HR Planning
- Stages of Recruitment
- Selection Process
- Onboarding

Overview of the Human Resource Planning Process



Forecasting and Leading Indicators

- ◆ **Forecasting:** The attempts to determine the supply of and demand for various types of human resources to predict areas within the organization where there will be future labor short-ages or surpluses .
- ◆ **Leading Indicators:** An objective measure that accurately predicts future labor demand.

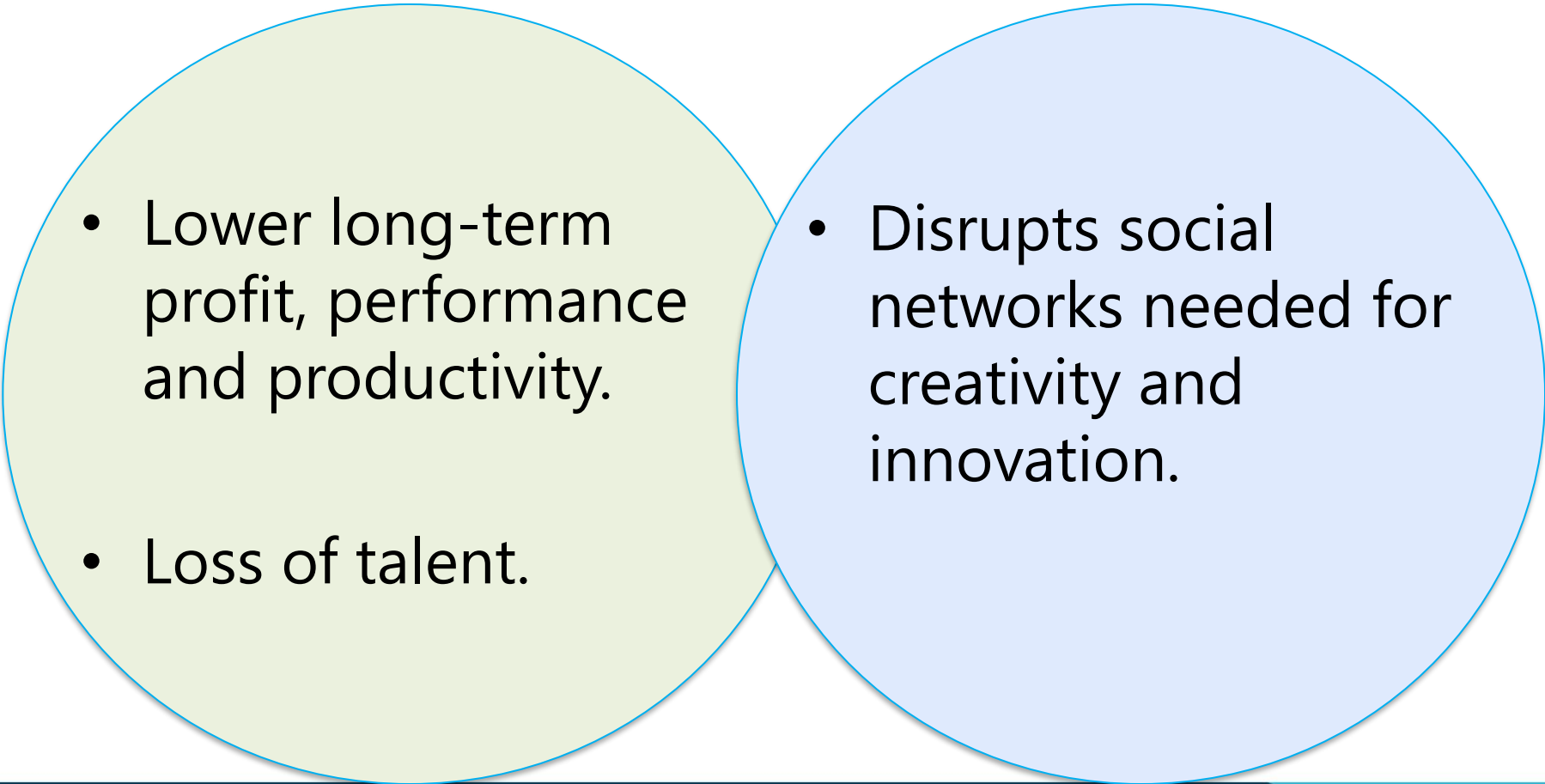
Forecasting Stage of HR Planning

- **Determine labor demand**
 - Derived from product/service demands **external** in nature
- **Determine labor supply**
 - Internal movements caused by transfers, promotions, turnover, retirements, etc.
 - Transitional matrices identify employee movements in different job categories over time
- **Determine labor surplus or shortage**
 - **Compare forecasts and demand**

Downsizing

- **Downsizing:** planned elimination of large numbers of personnel to enhance organizational competitiveness.
- Four reasons for downsizing
 - ❑ Reduce labor costs
 - ❑ Technological changes reduce need for labor
 - ❑ Mergers and acquisitions reduce bureaucratic overhead
 - ❑ Organizations change location of where they do business

Possible Negative Effects of Downsizing

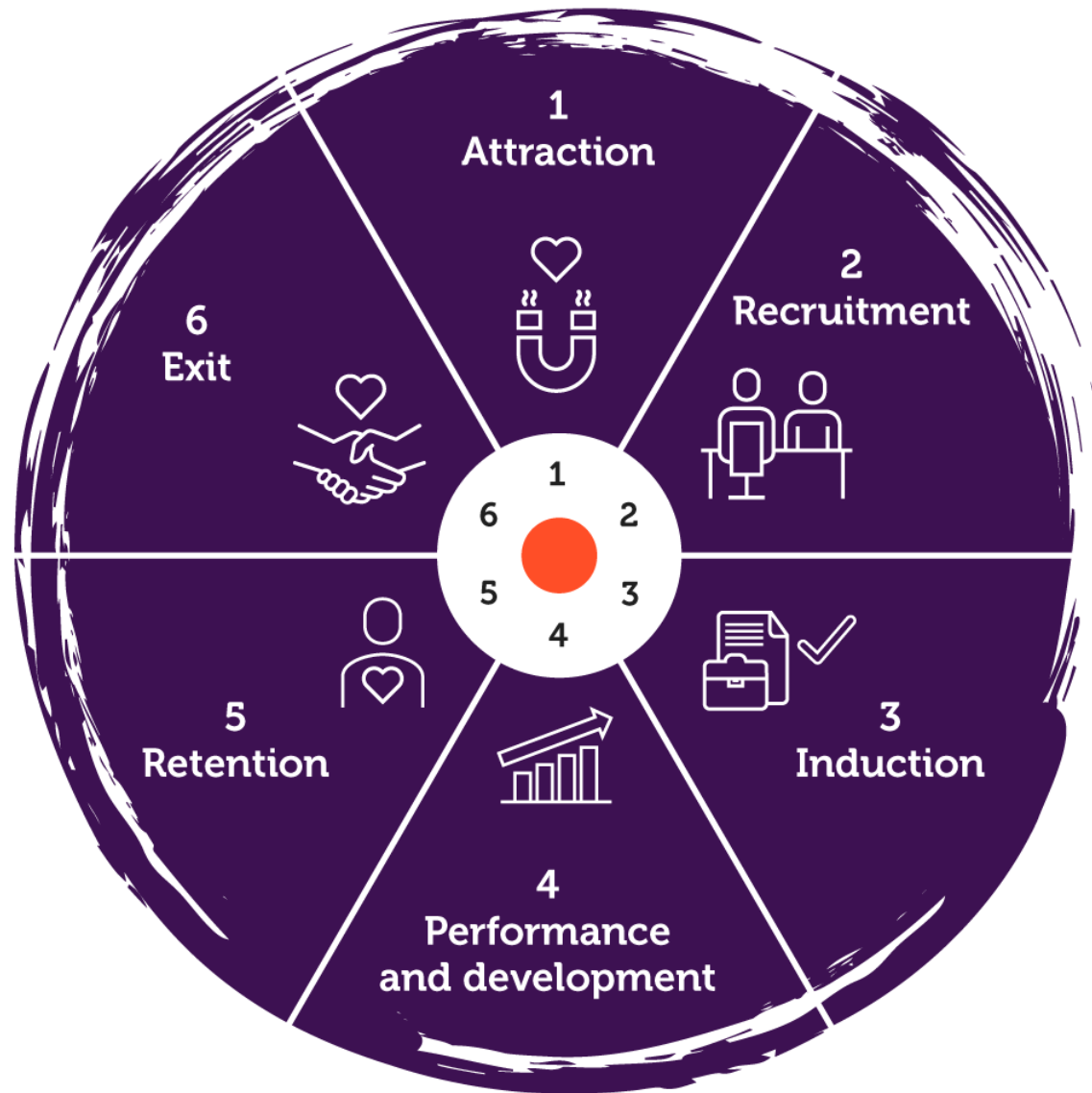
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- Lower long-term profit, performance and productivity.
 - Loss of talent.
- Disrupts social networks needed for creativity and innovation.

Early Retirement Programs

- The average age of workforce is increasing.
- Baby boomers are not retiring early due to:
 - improved health
 - fear that Social Security will be cut
 - mandatory retirement is outlawed
 - collapse of the financial and housing markets made it economically unviable to retire
- Many employers try **voluntary attrition** among older workers through early retirement incentive programs.

Managing People in Organisations

The Employee Lifecycle



Today:

Recruitment



Selection



Onboarding



What is recruitment?

- Heery and Noon: *"Process of generating a pool of candidates from which to select the appropriate person to fill a job vacancy"*
- Recruitment decisions
 - What is going to influence these?
 - SHRM!
- Org size very influential
- Range of methods
- Increase in online recruitment and use of AI

Recruitment strategy

Before recruiting, forecast

- Internal and external influences

Plan strategically

- Confirm the requirements of the role
- Produce a job description and person spec
- Look in-house first – scope for promotions?
- External applications

Internal Recruiting

Advantages:

- Can be cost efficient- Vacancy filled, Expenses, Training
- Candidates are known to the organisation- skills, attitude
- Candidates are familiar with organisation culture
- Internal promotion may provide motivation to staff



The quality of a company's [recruitment process](#) was also found to directly affect the perception of the business as well as possible future engagement.

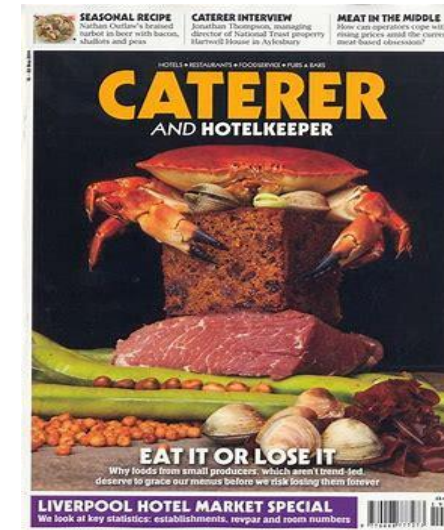
Recruitment considerations in external applications

- Consider employer brand
- Create jobs posting reflective of organisation
- Attracting applicants
 - Think about who
 - Think about where to post your job - use social media, where appropriate
- Invest in applicant tracking system
- The journey
- The HR function is the face of the organisation

Recruitment Sources



What do we mean by selection process?



Activity: Recruitment in practice

- Watch the Timpsons video
- What are the strengths of the approach?
- What might be the drawbacks?



Timpsons

Long term support for rehabilitating offenders (20% of employees)

<https://www.youtube.com/watch?v=26V9004y2EM>

Selection

What is selection?

“The steps involved in choosing people who have the right qualifications to fill a current or future job opening”



Main Selection Methods

Interviews

Employer:

- Gauge candidates
- Showcase organisation and benefits

Employee:

- Understand job further
- Assess if the organisation is right for them

Many limitations and prone to bias

Psychometric tests

- Cognitive assessment
- Personality measurements

Assessment centres

- Several tasks assessing multiple elements of candidate
- Consistent across candidates

Choosing a selection method



CONSIDER THE
ROLE



RESOURCES
AVAILABLE



VALIDITY AND
RELIABILITY



INFORM
CANDIDATES
IN ADVANCE



ROLE OF
TECHNOLOGY



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Fair Selection

<https://www.youtube.com/watch?v=VMvr1DMMnLE>

<https://www.youtube.com/watch?v=OBOteYs-0qI>

Unconscious bias: Stereotypical hiring practices. | Gail Tolstoi-Miller



Onboarding

What is onboarding (induction)?



- *"Induction is the process through which employees adjust or acclimatise to their new jobs and working environment"*
- It should be role specific
- Induction benefits employers and employees
- Who needs an induction? Everyone!
- Whose role to do what?
- What should it include?
- Common pitfalls
- Evaluation

WELCOMING NEW COLLEAGUES

- <https://www.youtube.com/watch?v=1AzRxxzVyMVI>
- [https://www.youtube.com/watch?v= FTMS86-jt8](https://www.youtube.com/watch?v=FTMS86-jt8) GOOGLE



What is your experience of recruitment, selection and onboarding?



What has been good?



What has been bad?



Have you feedback to an organisation?
Did anything change?

Group/Team Dynamics

Definition: "Kurt Lewin, a social psychologist and change management expert, is credited with coining the term 'group dynamics' in the early 1940s. He noted that people often take on distinct roles and behaviours when they work in a group. 'Group dynamics' describes the effects of these roles and behaviours on other group members, and on the group as a whole."

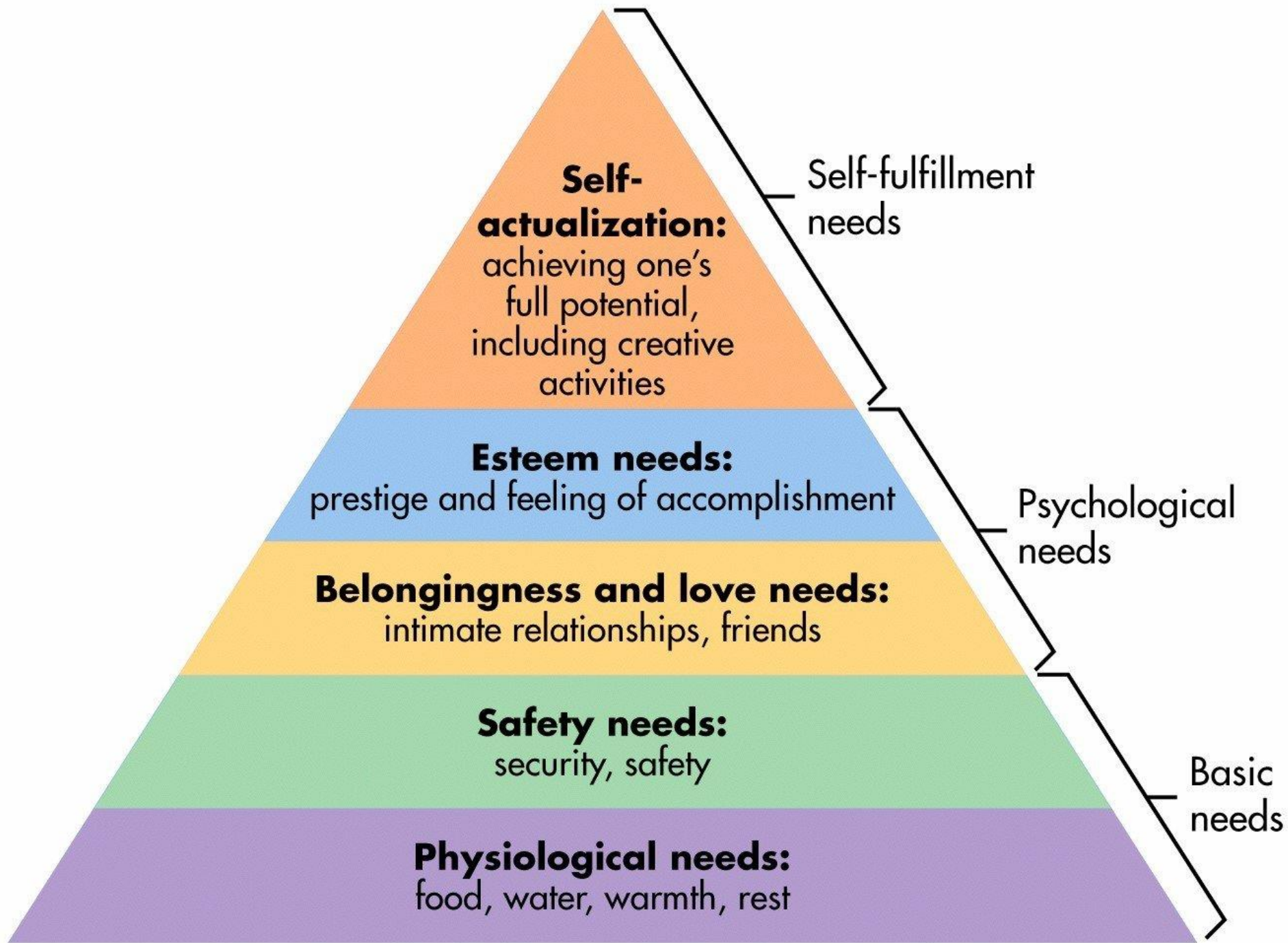
MindTools (no date). *Improving Group Dynamics: Helping Your Team Work More Effectively*. [online] Available at: <https://www.mindtools.com/pages/article/improving-group-dynamics.htm> [Accessed 10 July 2017].

Two well known theories – Tuckman's theory of team development and Belbin's theory of team roles.

Playing to strengths: understand differences in groups

Team Role	Contribution	Allowable Weaknesses
Plant 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.
Resource Investigator 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper 	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator 	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker 	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer 	Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher 	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist 	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

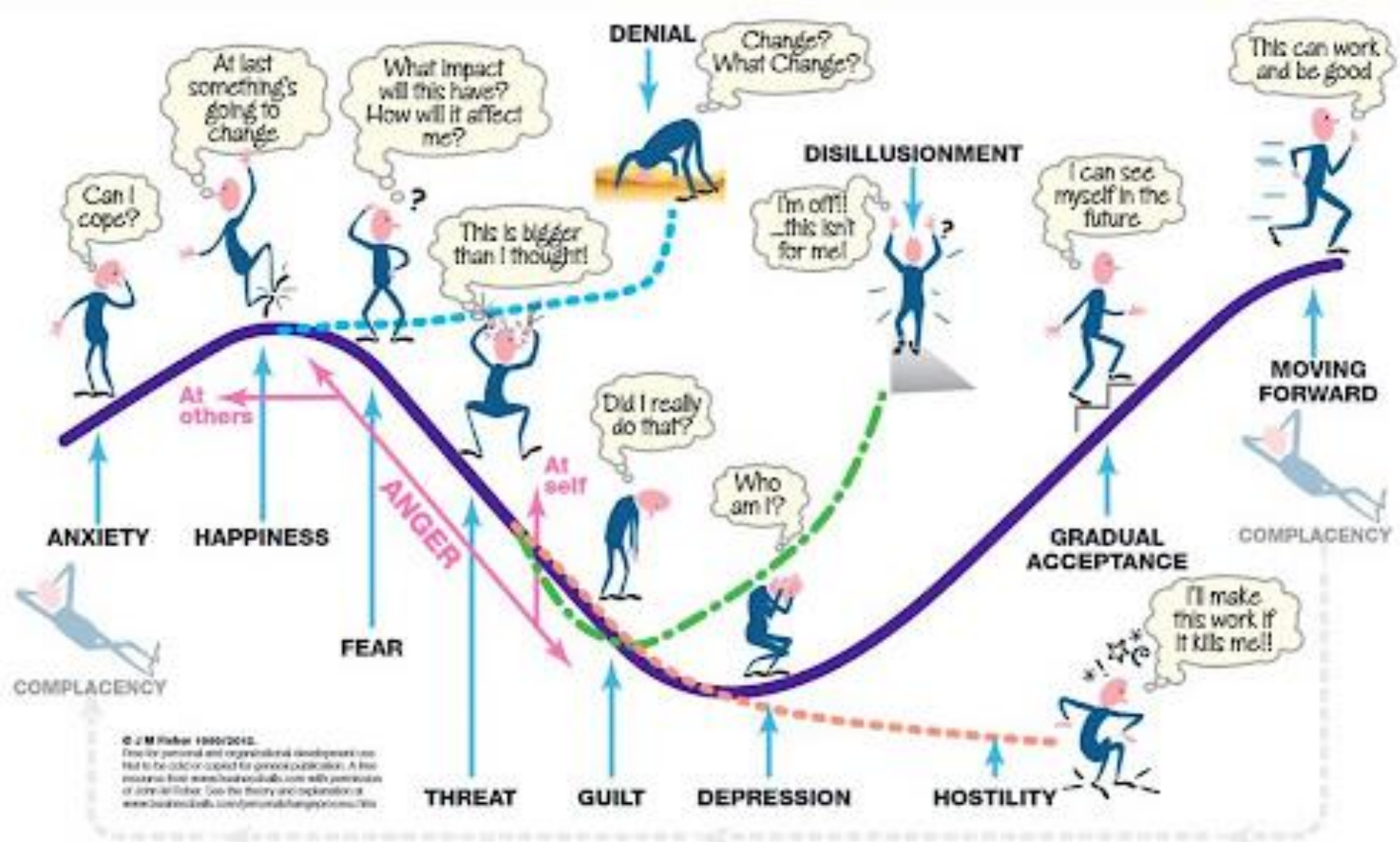
Maslow
(1954)



Something new...how do we normally respond?

Every "change" will mean something different to each of us...

The length & depth will depend on our "map of the world"



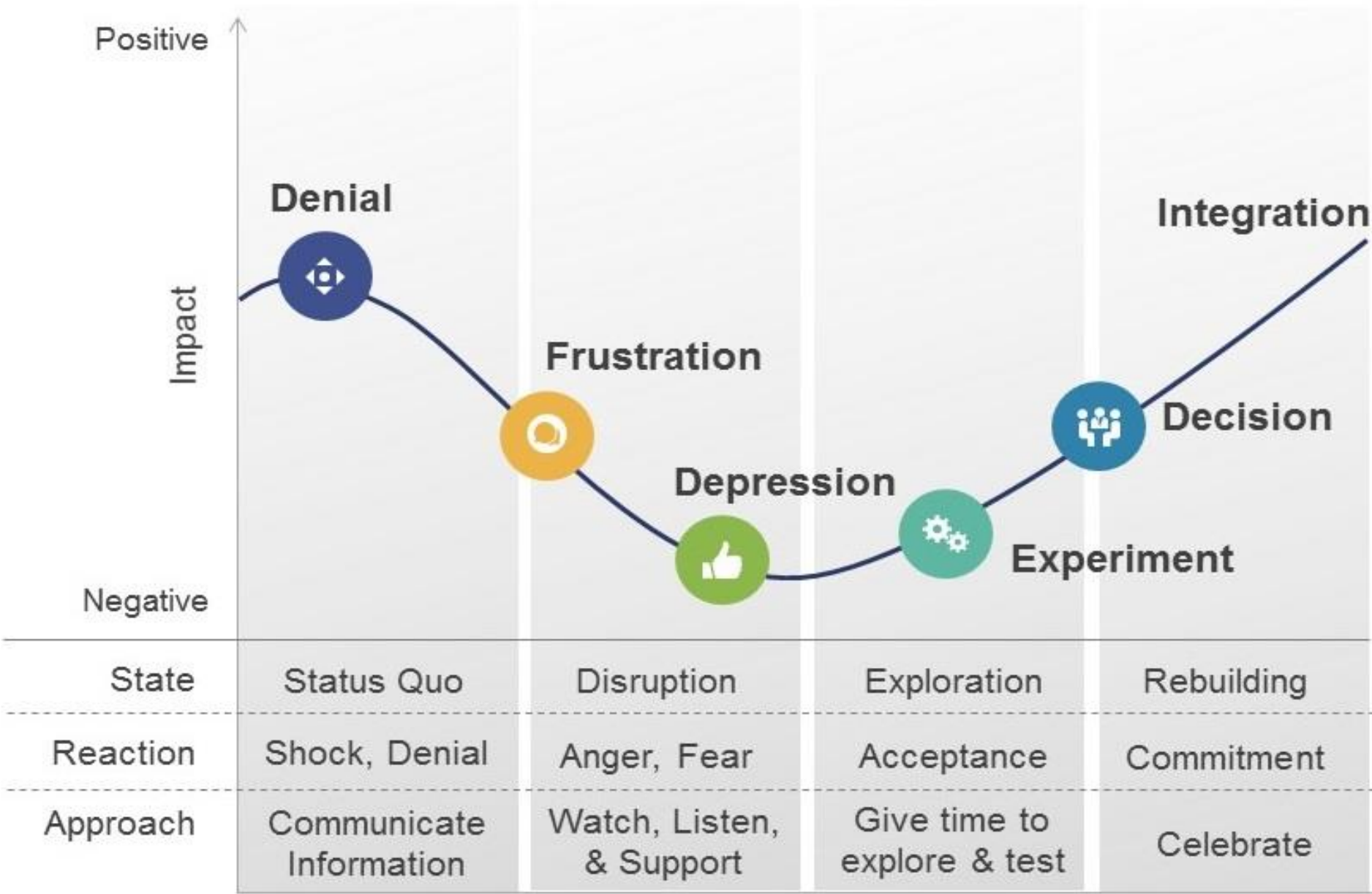
What should leaders/HR do during change?

Pay attention & notice

Adapt as needed

Make it safe for all emotions

The Kübler-Ross Change Curve



Today:



RECRUITMENT



SELECTION



ONBOARDING

Organisational culture

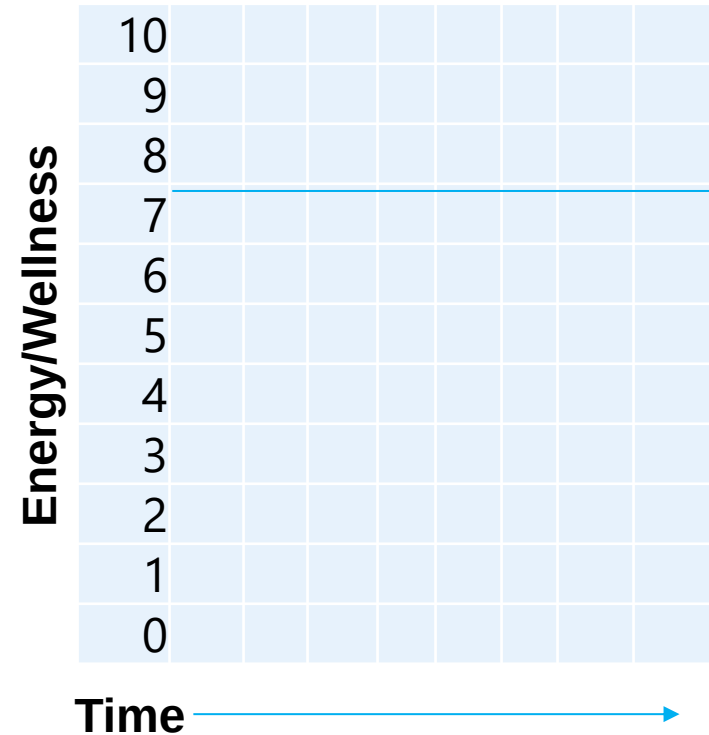
- Why is understanding culture so important?
- Why can't you really control culture?
- What happens when we get it right? Wrong?
- Where is work heading towards?

Culture in the future

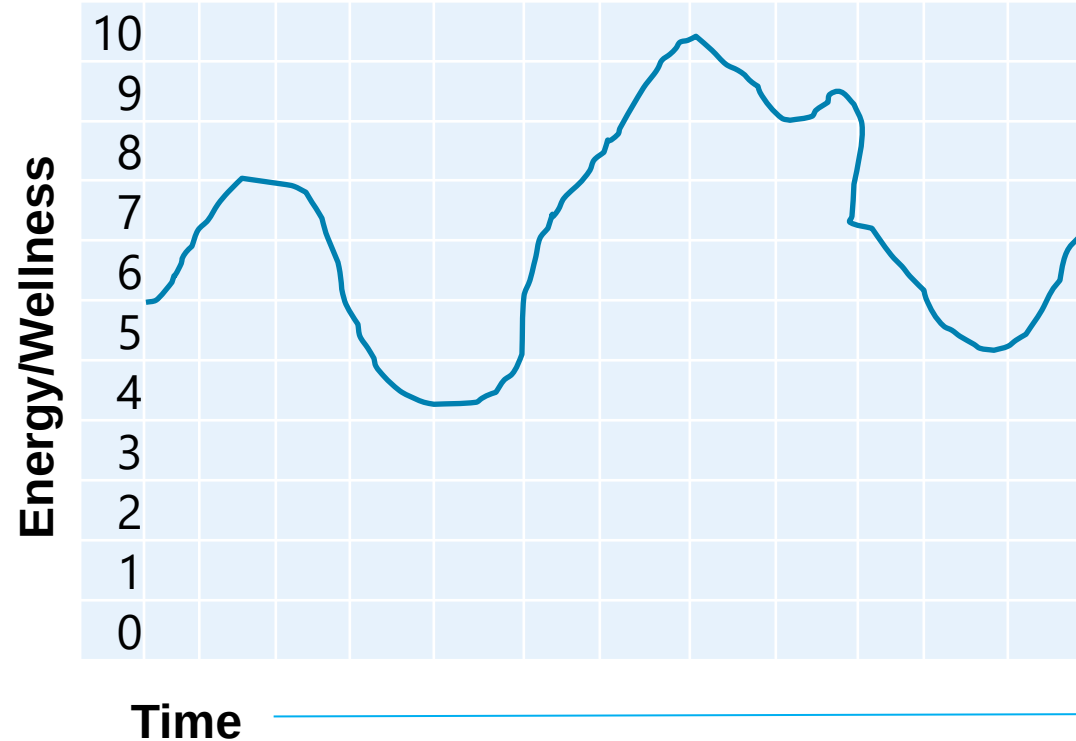
- Read CIPD – People profession 2030:
a collective view of future trends
–On Moodle

We are all different and weird...

How most work & life is “designed”



Our own normal energy flow normally
(any given day, week, year)



What do you notice about your energy & wellness? Highs? Lows?

What can I/we do so that you move up from where you are?

How can I help you to have as much energy/wellness at work as possible?

Getting the balance right...

Genuinely **value differences in individuals**
to include everyone and

Doing things together to a group norm
so that people collaborate/do things collectively

It is never perfect, and depends on our own values...

Too
Individual



Too
Collective

Richard Branson

"Train people well enough so they can leave, treat them well enough so they don't want to"

"How our people feel is our most important measure of success"

Timpsons

"We have two things we ask everyone to focus on:

- Do the best for the person in front of you...whatever that is
- Don't harm/steal from the organisation"

Long term support for rehabilitating offenders (20% of employees)

Let's talk about culture

*How we do things around here...
when no-one is looking*

Behaviours

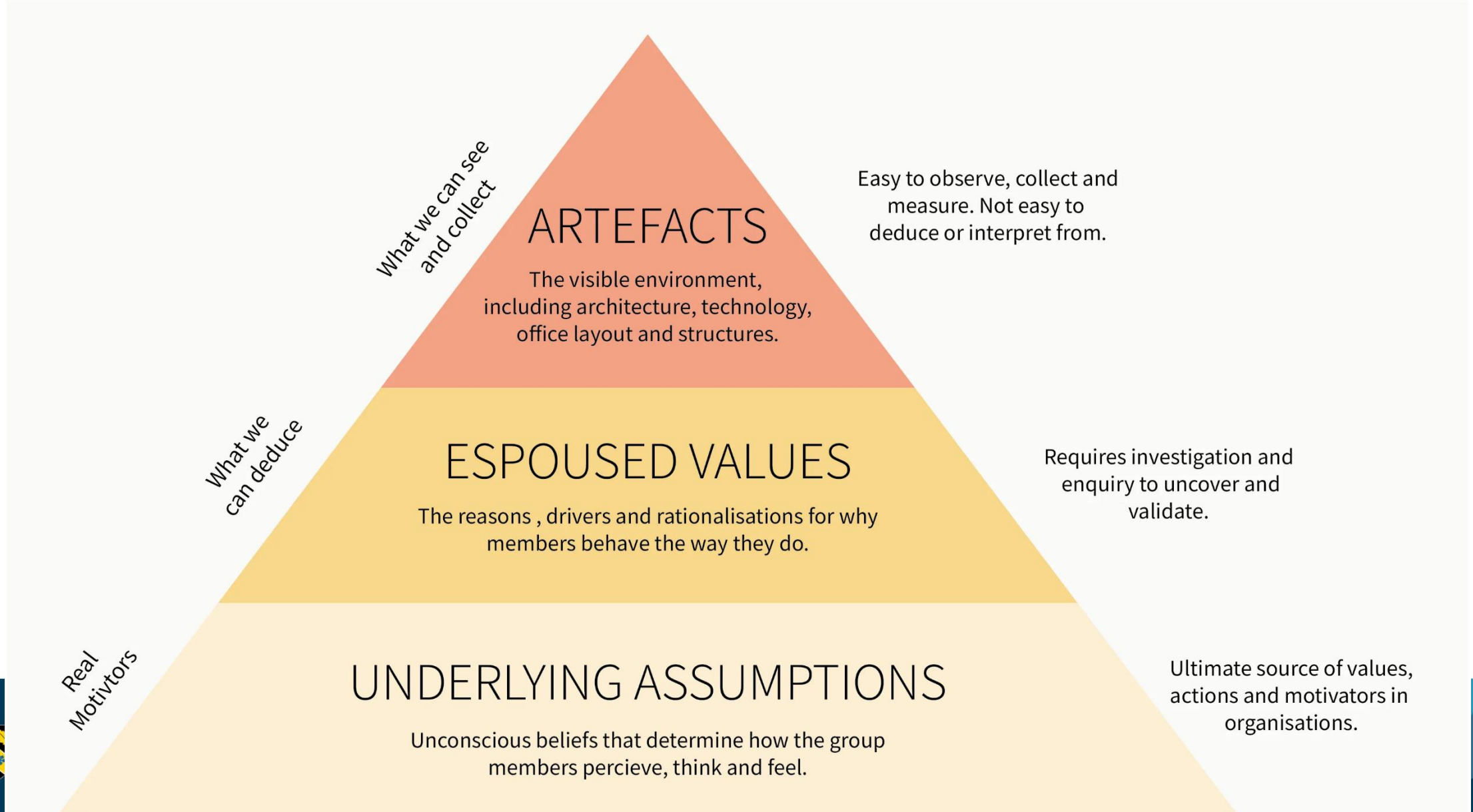
Processes:
What is...Noticed?
Rewarded?
Explicit/implicit?

We shape our buildings and
afterwards our buildings shape us

Winston Churchill

Every system is perfectly designed for the
results it is getting...

Don Berwick





Why does managing people matter?

What is the impact of leadership? And culture?

"Power is where decisions are made"

Leaders...and...leadership

Systems and processes

*Culture has a 60% impact on
organisational performance*

*Leadership has a 68% impact on
culture*

[Korn Ferry
Research](#)

Routine Problems vs Adaptive Challenges

Heifetz & Linsky (2009)



Routine

- ☐ Easily defined
- ☐ Proven solutions
- ☐ Use of expert to know what to do next (based on history)
- ☐ Policies, procedures and protocols can be developed and used

Knowns: use of experience, hierarchy and process

Adaptive

- ? Often hard to define issues
- ? No clear known solution
- ? Lots of perspectives as to how to deal with the challenge
- ? Single expertise cannot solve the problem

Unknowns: learning and collaboration are key

Picking the right HR/leadership skills...

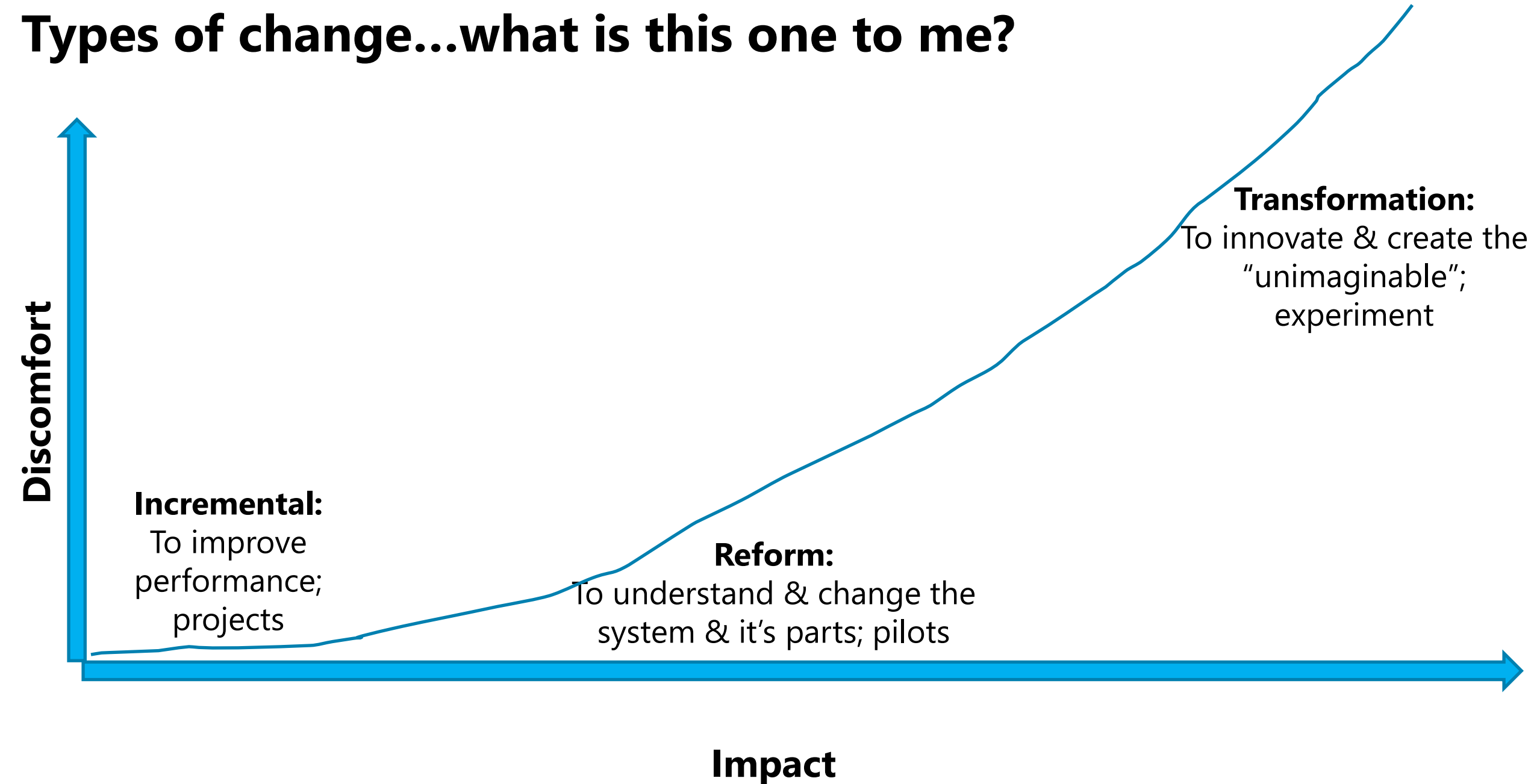


Routine

Adaptive

Direction	Define the problem and point to solution	Identify issues/challenges are adaptive; ask questions
Protection	Protect the team/ organisation from external threats	Share awareness of external threats
Order	Focus people on their current roles	Disorient current roles; resist settling into new roles (too quickly)
Orientation	Restore order and minimise any conflict	Expose healthy conflict and/or let it emerge
Conflict	Maintain – focus on keeping people “in line”	Challenge norms; make it safe for them to be challenge
Norms	Achieving agreed outputs	Challenge; humility; testing;
Reward		

Types of change...what is this one to me?



Discussion

What do you now feel about the importance of **managers** vs **systems/processes** in your culture?

What are you now thinking about to help your organisation “perform” better?

Assessments

Assignment 1

- Report
- 2,500 words
- 50%
- Due: 4th April, 2025

Assignment 2

- Presentation
- 15 minutes
- 50%
- Due: 2nd May 2025