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Programme:MBA

Module: Human Resource Management

Module code: BMMB7007

Assignment Title: HR Skills Development

Development of HR Skills in Organization A

Talent acquisition is the identified area of priority for organizational A as discussed in Assignment 1. Talent acquisition encompasses three key areas namely; identification, attracting, and hiring qualified candidates that match a position's description based on their competence, skills, experience, and abilities (Johnson, Stone, and Lukaszewski, 2020; Qin et al., 2020). Organization A has immensely been affected by challenges such as a lack of vertical recruitment channels, a lack of objective & flexible evaluation criteria, and an insufficient talent pool among other issues such as high recruitment costs. Assignment 1 recommended three proposals namely;the optimization of recruitment channels, building an efficient recruitment team, and the development of the recruitment plan. Through the analysis, skills proposed in this work entail;technology proficiency, flexibility, and effective communication.

Technology Proficiency

Today, technology is a cutting-edge innovation that enhances market competitiveness and efficiency (Kurpayanidi, 2020). Application of technologies and software in HR has significantly improved accuracy and saved time and costs which fosters a firm's profit maximization and market performance (Vahdat, 2022).Technologies are the future of work as expressed through remote work, the gig economy, and digital labor such as Uber business and online deliveries (Wood et al., 2019). As a result, businesses are adapting to online interviews and recruiting qualified candidates by utilizing software such as applicant tracking software (ATS). Following the high unemployment rates and the new process of applying for jobs online, thousands of resumes and CVs are sent which requires many hiring managers and time to review the documents manually. However, ATS has proved to be effective in not only saving time and recruitment costs but also matching the most qualified applicants for the position available(Sánchez-Monedero, Dencik, & Edwards, 2020). The software has the capability to assess applicant resume by comparing job descriptions and specifications and determining if they are a good match or not (Black& van Esch, 2020). This makes it easy for hiring managers and employers to speed up the interview process and save costs that would be used to pay interviewers and recruitment agents. This is the reason why incorporating ATS in organization A will address key issues related to high recruitment costs while enhancing the quality of its manpower hence increasing performance and productivity.

Technology proficiency is a skill that needs to be incorporated as software and knowledge to equip hiring managers and technical experts with effective management

and use of the applications. First, the company needs to reinforce new valuesin its culture to enhance the direction of future recruitment. Having innovative value in the technology-driven world will serve the technology proficiency in organization A efficiently by paving the way to hire experts who have ATS experience and know-how and use them to train hiring managers on effective usage of the ATS software for the best and utmost results. The tech-driven visioncan spread to other departments such as research and development and generally, the whole organization. In the long run, Organization A will have built on aculture of innovation and reputation that will attract a pool of employees that match company goals and act as a ritual and routine as the element of the culture web (Cooper et al., 2019).

Flexibility

The overly structured interview approach as indicated in Assignment 1 has seen the company interview candidates with uniformly established criteria. As a result, a key issue of failing to understand candidates deeper has opened issues such as poor quality among its employees. More so, there is no clear structure to use as external features are used as a basis for employee selection hence making it difficult to match the vacant position with the right personnel. Typically, applying external criteria in the recruitment process is a recipe for a poor-quality workforce as physical attributes have no impact on employee performance. In such a scenario, an unstructured interview best suits organization A as the skill enable the department to have a deeper insight into candidates' experience, skills, and competence.

Organization A can achieve flexibility in the HR department by first determining the purpose of the unstructured interview. In this case, the purpose is to gain insight into employees' experience and quality. Second, the organization needs to develop an interview guide that includes a few open-ended questionsto guide follow-up questions. However, unstructured interviews have some limitations such as difficulties in comparing candidates and validity of results and a lack of standardization of response (Chauhan, 2022). For maximum results, the flexibility should extend and enhanced byapplying both structured and unstructuredto enhance identifying and hiring a quality pool of talents based on deeper insight captured by unstructured interviews (Osborne & Grant-Smith, 2021). More so, other key processes such as selecting interviewers with the necessary skills to conduct the unstructured interview should be prioritized by the HR department. Following the established list produced by ATS, the new panel of interviewers can conduct structured and unstructured interviews and analyze the results where themes and patterns of interview responses are evaluated in the selection of the most qualified candidates. Furthermore, training should be prioritized for the recruitment team to allow basing professionalism in the process. For instance, focus on training the use of other important selection elements of performance such as culture fit, candidate working style, and interpersonal skills instead of applying physical attributes in the selection process.

Communication

Communication can address the issue of weak manpower recruitment and an insufficient talent pool. Organization A recruitment process should train its

department to communicate company values, priorities, and qualities requiredin the task force to inform well-customized communication thatattracts the right candidates and induce them properly into the firm. The organization should ensure efficient training of the HR department in crafting job descriptions and specifications to communicate effectively company values and job requirements when sending the job posting for internal and external recruitment. To enhance quality and a large pool of talented candidates, the firm can utilize various vertical channels such as employee referrals, professional networks e.g LinkedIn, the company website and career page, recruitment agencies & headhunters, and employee development programs. More so, good communication should be enhanced by the department through candidate onboarding to avoid a bad start and enhance understanding of roles and connecting with other colleagues.

In conclusion, there are three key hr. skills recommended to be implemented at Organization A. Skills such as technical proficiency such as ATS should be incorporated in the online application process. Second, HR needs to be flexible in its selection process by adopting both structured and unstructured interviews for deeper candidate insight. Lastly, there is a dire need for clear communication of the organization’s values and culture through job descriptions. This will attract a pool of talents that is right for the firm.

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2023-4-24