

HUMAN RESOURCE MANAGEMENT

MODULE 2: Lecture 2

Organisational design and people resourcing



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Business Administration**

Learning Outcomes

- What is 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.
- Understanding the talent management process.



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Organisation – a definition

A framework for getting things done.



Who does what?
How work is carried out?



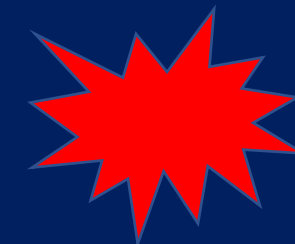
Organisational design – guidelines

- **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)



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.



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 significant number of roles to be covered

3 - Observation

- Appropriate for routine, repetitive roles



Job descriptions

- Job title
- Reporting to
- Direct reports
- Overall purpose
- Main activities, tasks or duties
- Job requirements (Knowledge, skills, abilities and experience)

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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

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



Job Analysis

- What is the main purpose of the job
- What they do (key activities), how they do it and why
- With whom do they interact
- Who supervises them
- What authority do they have for action
- What problems do they encounter and how do they solve them
- What skills and competences do they need to have

Job Description

- Job title
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- Overall purpose
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Workforce planning



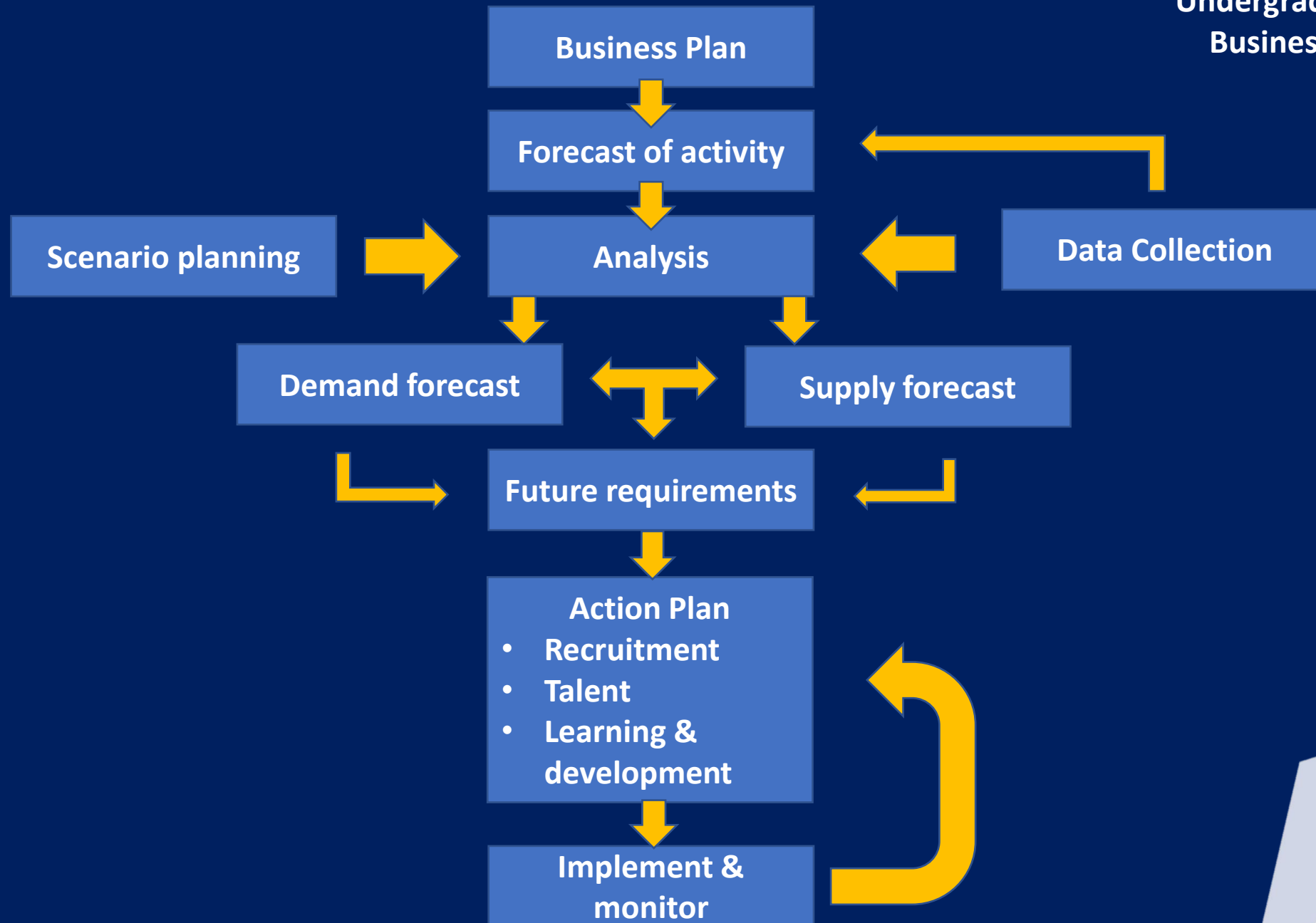
Workforce planning – defined

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

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- **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
- National newspapers
- Job centres
- Referrals from employees



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



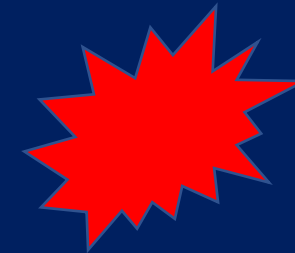
Managing recruitment process

- 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)



The Millennial Interview - video

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<https://www.youtube.com/watch?v=Uo0KjdDJr1c>



Interviewing in action

(part of interview dealing with experience in the job)



1. Select a job
2. Prepare interview questions to ask
3. Carry out interview

**Waiter /
Server**

**Retail Sales
Assistant**

Taxi Driver

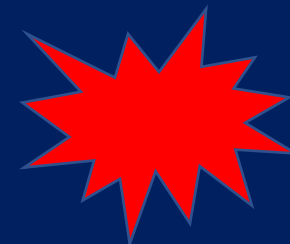
Interviewer

Interviewee

Observer

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?





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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

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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 in different jobs (or at a higher level)
- ✓ Offer coaching and mentoring

