[HR Planning, Talent Acquisition, Retention and Reward Strategies]]

Lecture Title:

[Talent Acquisition:
Job Descriptions & Selection Strategies]

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Date: 9 March 2026 13.00hrs-17.00hrs

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Learning Objectives

- Develop Job Descriptions and Specifications: Learn how to create accurate job descriptions and person specifications to align with organizational needs.
- Identify effective selection strategies and techniques for jobs at various levels
- Debate the advantages and disadvantages of internal v external recruiting and selection
- Understand the role of using outsourcing in selection.

Learning Method

- Lecture focused on learning objectives supported by formative assessment tools, to provides feedback and information during the instructional process, while learning is taking place, and while learning is occurring.

- Formative assessment through participative learning activities will be utilised evaluating students' comprehension and academic progress throughout the lecture - particularly with respect to understanding and applying HRM concepts.

Job Descriptions

Developing detailed job descriptions is a critical step in attracting the right talent and setting clear expectations. Here's a comprehensive guide:

1. Job Title

- Ensure the title is clear, concise, and accurately reflects the role. For example, "Marketing Manager" is more specific than "Manager."

2. Job Summary

- Provide a brief overview of the role, including its purpose and how it contributes to the organization. This should be 3-4 sentences long.

3. Key Responsibilities

- List the primary duties and tasks associated with the role. Use bullet points for clarity.
- Example:
  - Develop and execute marketing strategies.
  - Manage a team of marketing professionals.
  - Analyze market trends and adjust campaigns accordingly.

4. Required Qualifications

- Specify the education, certifications, and experience necessary for the role.
- Example:
- Bachelor's degree in Marketing or related field.
- 5+ years of experience in a similar role.

5. Skills and Competencies

- Highlight both technical and soft skills required for success.
- Example:
  - Technical: Proficiency in digital marketing tools.
  - Soft: Strong leadership and communication skills.

6. Reporting Structure

Indicate who the role reports to and any supervisory responsibilities.

7. Work Environment

Describe the work setting (e.g., remote, hybrid, office-based) and any physical requirements.

8. Compensation and Benefits

- Include a salary range and key benefits to attract candidates.

9. Company Overview

- Share a brief description of the company, its mission, and culture to engage potential candidates.

10. Application Process

- Provide clear instructions on how to apply, including deadlines and required documents.

- Aligning person specifications with organizational needs involves designing clear and targeted criteria to ensure that potential candidates not only meet the job requirements but also resonate with the culture, values, and goals of the organization.

- Job Description outlines the tasks, responsibilities, duties, and scope of a job—essentially, what the role entails. It includes details like job title, location, reporting structure, working hours, and core duties.

- Person Specification (also called a job specification or employee specification) details the qualifications, skills, experience, and personal attributes needed to perform the job successfully—essentially, who should fill the role. It covers educational background, required certifications, technical skills, soft skills, and personal traits like communication ability or leadership.

- While a job description defines the job itself, a person specification defines the ideal candidate. Together, they form a complete picture for recruitment, helping both employers and applicants assess fit.

What Is a Person Specification?

- A person specification outlines the skills, knowledge, experience, and attributes required to perform a role effectively.
- It complements the job description by focusing on the person, not the tasks.
- Used to guide recruitment, selection, and development decisions.
- Helps ensure fairness, consistency, and transparency in hiring.

Why Person Specifications Matter

- Ensures objective and evidence-based selection.
- Reduces bias by focusing on criteria, not personal impressions.
- Helps candidates self-assess their suitability.
- Supports the creation of assessment tools (interview questions, tests, scoring rubrics).
- Aligns recruitment with organisational values and competencies.

Typical Components

Component	Description
Qualifications	Required certifications, education, licences.
Knowledge	Subject-matter understanding needed for role.
Skills & Abilities	Technical, interpersonal, cognitive, practical skills.
Experience	Relevant past roles, responsibilities, or achievements.
Personal Attributes	Behaviours, traits, and attitudes aligned with the role.

Writing an Effective Person Specification

- Use clear, measurable, and behaviour-based criteria.
- Avoid vague terms like “good communication skills”—specify *what good looks like*.
- Link criteria to actual job demands and organisational competencies.
- Ensure criteria are non-discriminatory and job-related.
- Test each criterion with:
- *Is it necessary?*
- *Can it be assessed reliably?*
- *Is it fair and inclusive?*

Group Exercise: Create a Person Specification

Putting the concept in practice

- Exercise Title: “Blueprint for Success”
- Objective: To collaboratively design a person specification for a chosen role, ensuring that it aligns with organizational needs and values.

1. Define the Role:

- Begin the exercise by selecting a role that the group will design a job specification for (e.g., Marketing Manager, Software Engineer, etc.).

- Discuss the purpose of the role and its significance within the organization

2. Research and Brainstorm:

- Each team spends time brainstorming and researching, considering similar job specifications from other organizations for inspiration.
- Encourage creative thinking, focusing on organizational culture, diversity, and future needs.

3. Draft the Person Specification:

- Each team drafts their section of the job specification on a whiteboard, flip chart, or collaborative document.
- Use clear and concise language, avoiding jargon.

4. Present and Collaborate:

- Teams present to the group.
- Open the floor for feedback and discussion to ensure alignment and cohesion between sections.

5. Group Discussion:

- What lessons have been learned?

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Effective selection strategies and techniques for jobs at various levels

- Effective selection strategies and techniques vary depending on the job level but generally aim to identify candidates who best fit the role and organizational culture.

- Here are some strategies and techniques:

Entry-Level Positions

1. **Resume Screening**: Use AI tools or keyword searches to identify candidates with relevant skills and experiences.
2. **Skill Assessments**: Administer tests to evaluate practical abilities, such as coding challenges for tech roles.
3. **Behavioral Interviews**: Focus on soft skills like teamwork and adaptability.

Mid-Level Positions

1. **Competency-Based Interviews**: Assess specific competencies required for the role, such as leadership or problem-solving.
2. **Work Simulations**: Provide tasks that mimic real job responsibilities to gauge performance.
3. **Reference Checks**: Verify past performance and reliability through previous employers.

Senior-Level Positions

1. **Executive Assessments**: Evaluate strategic thinking and decision-making skills.
2. **Panel Interviews**: Include multiple stakeholders to assess cultural fit and leadership potential.
3. **Psychometric Testing**: Measure personality traits and leadership styles.

Group Exercise

- Internal Recruiting & Selection

Identify and Discuss - *Advantages v Disadvantages*

formative assessment tool

Internal Recruiting & Selection

Advantages:

1. Cost-Effective: It generally requires less time and resources than external recruiting, as the candidates are already part of the organization.
2. Familiarity: Internal candidates are already familiar with the company culture, policies, and procedures, reducing the onboarding period and adjustment challenges.
3. Employee Morale: Promoting from within can boost motivation and morale, as employees see opportunities for career growth.
4. Performance Insight: Managers have access to the employees' work history and performance data, making it easier to assess their suitability for the role.

Disadvantages:

1. Limited Talent Pool: It restricts the search to existing employees, possibly overlooking fresh perspectives or innovative skills that external candidates might bring.

2. Risk of Resentment: Promoting one employee may lead to dissatisfaction or rivalry among others who were not selected.

3. Skill Gaps: Internal candidates might lack the specialized skills or experience required for certain positions.

4. Stagnation: Over-relying on internal hires can stifle diversity and hinder new ideas that external talent could contribute.

Group Exercise

- External Recruiting & Selection

Identify and Discuss - *Advantages v Disadvantages*

External Recruiting & Selection

Advantages:

1. Expanded Talent Pool: External recruiting allows access to a larger and potentially more diverse group of candidates, increasing the chances of finding the best fit for the role.
2. Fresh Perspectives: External hires can bring new ideas, skills, and innovations that may positively impact the organization.
3. Specialized Skills: External candidates might possess expertise or qualifications that internal employees lack.
4. Diversity: An external approach often leads to a more varied workforce, contributing to inclusivity and innovation.

Disadvantages:

1. Higher Costs: Advertising jobs, conducting interviews, and onboarding external candidates can be expensive.

2. Longer Process: External recruiting often takes more time, from sourcing candidates to completing selection.

3. Uncertainty: Without direct experience in the organization, external hires may not adapt well to its culture or expectations.

4. Morale Impact: External hiring for senior positions might demoralize existing employees who feel overlooked for career advancement.

- Each method suits different organizational needs.
- Internal recruiting works well for companies seeking stability, quick transitions, and cost efficiency, while external recruiting is ideal for addressing specific skills gaps, fostering innovation, or expanding diversity.
- A hybrid approach might be the best of both worlds—what do you think?
- Should organizations strive to balance these methods

Internal v External Recruiting

- https://www.youtube.com/watch?v=FuKQf5JQIXg

Outsourcing in the selection process

- Outsourcing in the selection process, often referred to as Recruitment Process Outsourcing (RPO), involves hiring external agencies or specialists to manage all or part of a company's recruitment and selection activities.

- Here's how it plays a role:

Cost Efficiency: Outsourcing reduces the need for an extensive in-house HR team, cutting overhead costs. Companies only pay for the services they need, making it a cost-effective solution.

Access to Expertise: External agencies bring specialized knowledge, advanced tools, and industry insights, which can be particularly valuable for filling niche or hard-to-find roles.

Time Savings: By streamlining processes like job postings, candidate screening, and interviews, outsourcing significantly reduces the time-to-hire.

Scalability: Outsourcing allows businesses to scale their recruitment efforts up or down based on their needs, which is especially useful for companies with fluctuating hiring demands.

Improved Candidate Quality: With dedicated resources and advanced screening techniques, outsourcing agencies often ensure a better match between candidates and job requirements.

Focus on Core Activities: By delegating recruitment tasks, companies can focus on their primary business operations.

Example For Debate:

External recruitment is often a strategic choice for organizations looking to bring fresh perspectives and skills into their teams.

Here's an example to consider:

A tech company was struggling to innovate its product lineup due to a lack of diverse expertise within its existing team. The company decided to recruit externally for a Product Manager role and targeted candidates with extensive experience in AI-powered solutions. The job ad was posted on specialized platforms, and the team collaborated with recruitment agencies to reach top-tier talent. After a rigorous interview process, they successfully hired a candidate from another industry who brought a fresh approach to product development. This led to the launch of a groundbreaking AI-driven product line within a year.

What are the lessons learned with this approach?

formative assessment tool

Lessons Learned:

- 1. Define Clear Objectives: External recruitment succeeded because the company had a clear idea of the gaps in its expertise and the type of innovation it sought.
- 2. Targeted Approach: Using specialized platforms and agencies ensured they reached candidates with the desired niche skills.
- 3. Diverse Perspectives: Hiring externally introduced new ideas that the internal team might not have conceived, underscoring the value of diversity.
- 4. Cultural Fit: The process highlighted the importance of assessing not just skills but also how well the candidate aligns with the company's culture.
- 5. Feedback Loop: Incorporating feedback from the hired candidate helped refine future recruitment strategies, such as revising job descriptions and interview techniques.
- This example illustrates how external recruitment can be a game-changer for organizations when planned and executed thoughtfully.

References

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- Beaumont, P. (1993), Human Resource Management: Key Con cepts and Skills. London: Sage.
- Taylor, S. (2014), People Resourcing, 6th edn. London: CIPD.

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