

1

Recruitment

STARTER

Put the following list of recruitment tasks in the order you think they normally occur.

- a Check or write the job description.
- b Make a job offer.
- c Prepare a person specification.
- d Advertise the job.
- e Shortlist applicants from the first interviews.
- f Conduct second interviews.
- g Carry out screening and interviews.
- h Select the most suitable candidate.
- i After an employee resigns, analyse the job and consider alternatives for hiring a replacement (e.g. internal staff versus the labour market).
- j Send feedback to unsuccessful applicants.

Compare your results with a colleague's or check the Answer key.
 In the above example an employee resigns. Can you think of other reasons to look for new staff?
 Which recruitment tasks above are you involved in?

1 Job descriptions and person specifications are two important HR tools.
 What type of information do they include? Sort the items below into the chart.

- ~~desirable skills~~
- previous experience
- reporting relationship (who person is responsible to and for)
- job title
- practical requirements (shift work, travel, etc.)

- location of workplace
- skills and qualities needed for job
- main purpose of job
- qualifications/training
- key duties/responsibilities
- personal style/behaviour

Job description

Person specification

desirable skills

2 Label the sections of the job description extract below with section headings from the box.

- Essential experience • Job title • Key duties/responsibilities •
Main purpose of job • Reports to • Responsible for • Workplace location

JOB DESCRIPTION

- 1 _____ Training Manager – U.K.
- 2 _____ General Manager, U.K. and Northern Europe
- 3 _____ A small team of U.K. trainers
2 administrators
1 secretary/personal assistant
- 4 _____ To design, develop, and carry out general training programmes for U.K.-based personnel, with particular emphasis on IT and sales-related training. To work closely with branch managers on implementing team-building training and monitoring effectiveness.
- 5 _____ To design and implement new training courses and record results and to identify future needs of the company.

To prepare a staff training manual for use at all branch offices.

To carry out an initial training audit and prepare a report on findings with on-going suggestions.

To be responsible for the annual U.K. training budget, to report to the Board annually, and to work within the agreed budget.

To visit all branch offices regularly in order to train branch managers, review on-going training, and assess customer service.

To report weekly to the General Manager, U.K. and Northern Europe.
- 6 _____ Training management and evaluation experience.
Management and coordination of team of trainers.
Budget management.
- 7 _____ Based in Manchester, the job involves substantial travelling in Great Britain and Northern Ireland (e.g. to visit branch offices and carry out training programmes).

3 True or false? Correct the false statements.

- 1 The job is based in Northern Ireland and doesn't require much travelling.
- 2 The training manager is responsible for three people.
- 3 The job is for somebody with an extensive training background.
- 4 The training manager reports directly to the Board of Directors.
- 5 The training manager is responsible for conducting an audit of training requirements and preparing a new training manual.

USEFUL LANGUAGE

The language of job descriptions

Keep job descriptions simple so that they are easy for job applicants to understand. Avoid complicated phrases, company jargon, or abbreviations. Below are some useful verbs to use when explaining key responsibilities:

to **develop** general training programmes
 to **work** closely with branch managers
 to **implement** new training courses
 to **prepare** a staff training manual
 to **carry out** an initial training audit
 to **assess** customer service
 to **be responsible for** the training budget
 to **identify** future needs
 to **involve** extensive travelling

Other useful 'doing' verbs for job descriptions:

to advise or to inform	to plan or to organize
to maintain or to keep at the same level	to support or to assist
to monitor or to check	to supply or to provide

Remember ...

- people work **for** or **at** a company
- they work **in** a department or team
- they are responsible **for** other staff and **for** (doing) their work
- they are responsible **to** or accountable **to** their boss/manager

4 Choose the correct verbs to complete the sentences.

- 1 The training manager **reports to/manages/monitors** the general manager.
- 2 The suitable applicant must be able to **develop/work/implement** closely with branch offices and **develop/introduce/support** a good team spirit.
- 3 We need to **contribute/implement/train** new training courses and **identify/develop/manage** needs for the future development of the staff.
- 4 There is a certain amount of hands-on work which involves **carrying out/ensuring/contributing** training courses for U.K.-based personnel.
- 5 First you need to **maintain/prepare/operate** a new staff training manual.
- 6 U.K. branch offices need to be supported, so the job **maintains/ensures/involves** a lot of travelling.

5 Complete the gaps with verbs from the list to describe some of the competencies of a manager. Try to use each verb once.

build • develop • ensure • identify • improve • motivate • react to



A manager should be able to:

- _____ ¹ staff performance.
- _____ ² an effective team.
- _____ ³ change.
- _____ ⁴ staff.
- _____ ⁵ creativity.
- _____ ⁶ problems.
- _____ ⁷ deadlines are met.

6 Use some of the verbs covered in this unit so far to write a short job description of your own job. Then swap job descriptions with a partner and discuss any improvements that could be made.

7 Now look at the person specification on the next page. It is for the training manager's position described on page 6. Work with a partner to decide where the section headings go.

Additional information • Skills and qualities needed for job • Desirable skills • Personal style/behaviour • Previous experience • Qualifications/training

8 Match these words and phrases from the person specification with their definitions.

1 to work on your own initiative

4 leadership

6 to coordinate

2 interpersonal skills

5 sound knowledge

7 training audit

3 open lines of communication

- a the ability to develop good relationships between yourself and others
- b to organize the different parts of an activity or the people involved so that everything works well
- c a careful examination to find out how much training is done and whether it is effective and necessary
- d creating and maintaining an atmosphere in which people communicate easily and effectively
- e to work independently, without anyone telling you what to do
- f a good level of information about or understanding of something
- g the ability to head a group or company

Person Specification

Training Manager – U.K.

1

Educated to degree level or equivalent experience
 Institute of Training certificate
 Language skills in French and German an advantage

2

At least five years' experience in a leadership/managerial training role in an IT or a high-tech company
 Member of recognized training organization(s)

3

Applicants must be able to demonstrate success in the following areas:
 Managerial ability
 Team building and ability to motivate staff
 Creativity:
 a) to identify future training needs
 b) to design materials and manuals
 c) to design and carry out training programmes
 Preparation and implementation of training budgets and audits
 Monitor staff performance throughout the organization
 Maintain open lines of communication on all training issues with managers and Board

4

Sound IT experience and knowledge of all general software programs
 Customer care and quality management experience

5

Proven interpersonal skills
 Ability to communicate at all levels of the organization
 Active decision-maker able to work on own initiative
 Innovative
 Intercultural awareness and sensitivity
 Team worker

6

Must be mobile and able to travel on a weekly basis.
 This is a progressive role with opportunities for promotion in the U.S. or Europe.

9 Now write a person specification for your own job and evaluate it with your colleagues.



10 Listen to the conversation between Jackie Branigan, head of HR at the U.K. head office of a large European manufacturing company, and David Grundy, her recruitment officer. Tick the types of recruitment sources they mention.

- | | |
|--|---|
| <input type="checkbox"/> National newspapers | <input type="checkbox"/> Recruitment agencies |
| <input type="checkbox"/> Company intranet | <input type="checkbox"/> Trade magazines |
| <input type="checkbox"/> Local newspapers | <input type="checkbox"/> Internet |
| <input type="checkbox"/> Word of mouth | <input type="checkbox"/> International business magazines |



Listen again and decide whether the following statements about the conversation are true or false .

- 1 Jackie is responsible for the recruitment of the personnel in Madrid.
- 2 Francisco Menendez is general manager of the Madrid office.
- 3 The personnel officer they are looking for must have 2–5 years' generalist HR experience.
- 4 Applicants should have either a qualification in human resources management or a university degree.
- 5 English is not important for the job.
- 6 David is confident that they will have good applicants from inside the company.
- 7 There are not many job advertisements in the Spanish HR paper.
- 8 David is offering applicants interviews in the U.K. and in Madrid.
- 9 They are looking for a personnel officer because of a recent merger.
- 10 Jackie will conduct the interviews.

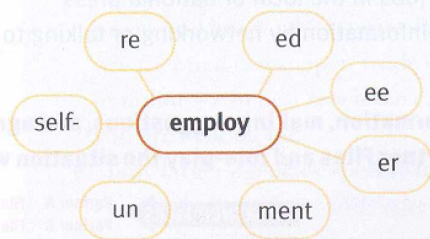
11 Match the words and phrases from the conversation with their meanings.

- | | |
|---------------------------|--|
| a keep (sb) posted | 1 discuss something |
| b disciplinary procedures | 2 (have been) given official approval |
| c have a word about | 3 an organization's private computer network |
| d merger | 4 inside a company |
| e trade paper | 5 when two companies become one |
| f cleared | 6 newspaper or magazine for a specific profession |
| g in-house | 7 keep somebody informed |
| h intranet | 8 ways of warning employees that they are breaking the rules |

Now complete the sentences from the conversation with the words and phrases above.

- Can we just _____ the search for the personnel officer ...
- ... the job description and person specification have been finalized and _____ with Francisco Menendez ...
- ... firstly on our European _____
- I don't think there's much chance of finding anybody _____ or in the European offices.
- ... we took on a lot of employees with the _____ in 2006.
- What about an ad in the Spanish _____ ?
- Just _____ (me), please.
- I have a meeting about _____ in about five minutes.

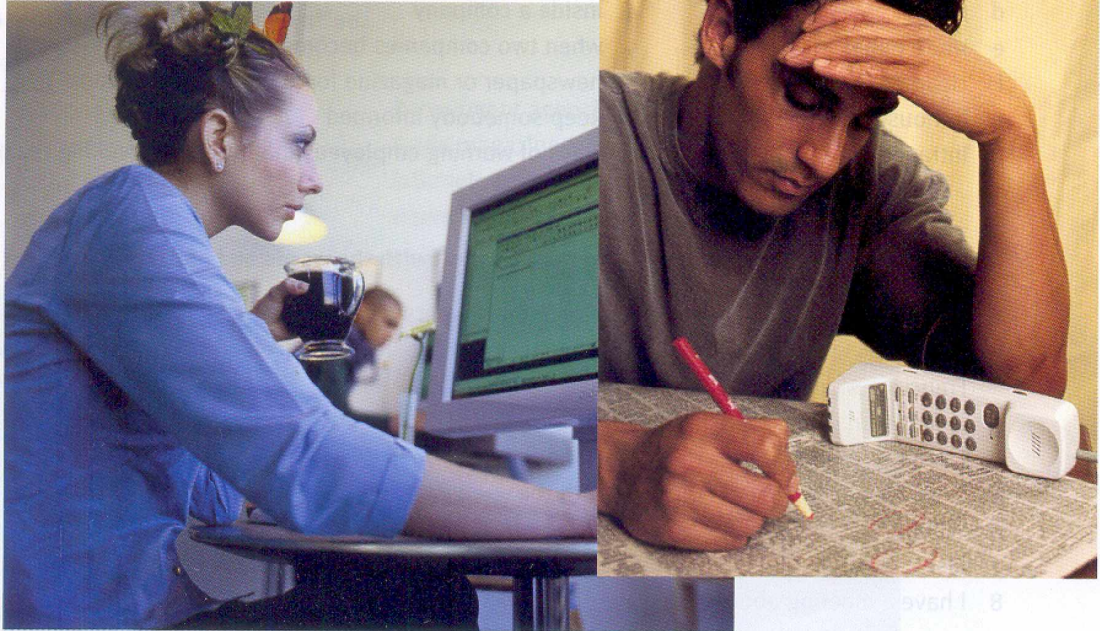
12 Word families: Complete the following sentences with words related to the key words – employ and recruit. (You might need to add prefixes or suffixes and change the form.)
Here's some help with employ to get you started.



employ

- We are unable to use people who are self-employed unless they work for several different companies.
 - There are more people on the job markets when levels of _____ are high.
 - She told her _____ she was looking for another job.
 - We engaged six new _____ in the last quarter.
 - We _____ her in the same position when she returned from maternity leave.
- recruit**
- Last year we _____ two team leaders for our call centre.
 - We've revised our overall _____ procedures because of the new employment legislation.

13 Match the definitions (a–g) with the different sources of recruitment (1–7). Which sources does your company use to find new employees? Which sources do you think are most effective?



- | | |
|------------------------------|---|
| 1 word of mouth | a Internet recruitment sites for job seekers |
| 2 internal advertising | b magazines for specific professions |
| 3 media advertising | c organizations that match jobs with people's experience |
| 4 advertising in trade press | d letters received from people looking for a job (but not responding to an advertisement) |
| 5 online recruitment | e advertising vacancies inside a company |
| 6 recruitment agencies | f advertising jobs in the local or national press |
| 7 unsolicited applications | g passing on information by networking or talking to people |

14 First study the Useful Language for exchanging information, making suggestions, and agreeing and disagreeing. Then look at your profile in the Partner Files and role-play the situation with your partner.

PARTNER FILES

Partner A File 01, p. 60
Partner B File 01, p. 62

USEFUL LANGUAGE

Exchanging information

Can we just have a word about ...?
I'd like to be up to date on what's happening.
So where/what are you planning to ...?
Well, firstly I thought I would ...
I'll look into it (though).

Making suggestions

I suggest we ...
In my opinion ...
What do you think about ...?
Actually, there is someone in the company who ...
Well, we should consider ...

Agreeing and disagreeing

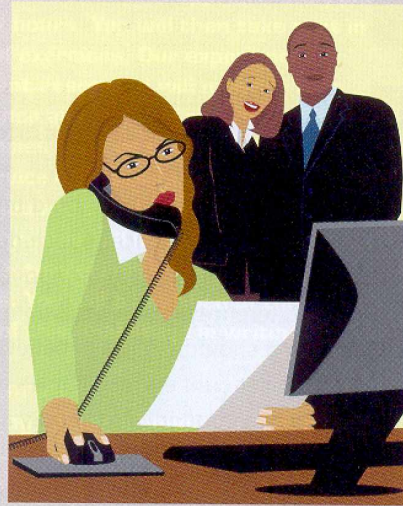
I agree./I disagree.
I think so too.
You have got a point (there).
Yes, (that's a) good idea.
(I'm) Not sure I agree with you there.

OUTPUT

Read the article on the benefits of using recruitment advertising agencies and discuss the questions below.

The benefits of using recruitment advertising agencies

Traditionally, recruitment advertising agencies are responsible for designing, writing, and placing job advertisements in the media. While this is still their main responsibility, they are now offering companies other services such as internal employee communication and the development of company literature, websites, and corporate identity (CI) in general. This change in focus reflects changes in the world of business. More and more companies now recognize the value of good employees and just how important it is to hold on to and attract skilled staff. Effective communication can help build bridges between the staff and the employer and provide both with an identity they can be proud of.



Here are just some of the benefits of using recruitment advertising agencies:

- Agencies have the expertise that companies do not always have in-house. This includes not only the ability to write and design ads but also the knowledge of, and relationships with, the press and media. Agencies can negotiate better prices and know which type of advert – whether in a newspaper, trade magazine, or online – can best reach the candidates you are looking for.
- Many larger agencies operate in wide, even global, markets and represent companies of different sizes across many different sectors or industries. This can help them understand a company's position within the recruitment marketplace and to see an employer's greatest selling points.
- Developing a new recruitment campaign or a new corporate identity requires a lot of time and money. Using an agency to handle this for you allows you to concentrate on running your company. By making one agency responsible for all your recruitment needs, you can make sure your company has a consistent message and thus attracts the right staff to fit your corporate culture and share your company's goals.

OVER TO YOU

Does your company use recruitment advertising agencies for designing and placing job advertisements? What are the advantages and disadvantages in your field of business? How does your company deal with corporate identity? Is the same agency – or department in your company – responsible for both functions?