AN EVALUATION OF RECRUITMENT AND SELECTION PROCESSES IN THREE ORGANIZATIONS IN THE UAE

M.Sc. in Human Resource Management

Submitted By:

Hessa Abdulla Al Tunaiji

Student ID#: 90080

Dissertation Supervisor, Professor Ashly H. Pinnington

Submission Date: 3rd February 2011

DISSERTATION RELEASE FORM

Student Name	Student ID	Programme	Date
Hessa Abdulla Al Tunaiji	90080	MRH	3$^{rd\ February}$ 2011

Title

AN EVALUATION OF RECRUITMENT AND SELECTION PROCESSES IN THREE
ORGANIZATIONS IN THE UAE

I warrant that the content of this dissertation is the direct result of my own work and that any use
made in it of published or unpublished copyright material falls within the limits permitted by
international copyright conventions.

I understand that one copy of my dissertation will be deposited in the University Library for
permanent retention.

I hereby agree that the material mentioned above for which I am author and copyright holder
may be copied and distributed by The British University in Dubai for the purposes of research,
private study or education and that The British University in Dubai may recover from purchasers
the costs incurred in such copying and distribution, where appropriate.

I understand that The British University in Dubai may make that copy available in digital format
if appropriate.

I understand that I may apply to the University to retain the right to withhold or to restrict access
to my dissertation for a period which shall not normally exceed four calendar years from the
congregation at which the degree is conferred, the length of the period to be specified in the
application, together with the precise reasons for making that application.

Signature

ABSTRACT

Recruitment and selection activities play an important role in all organizations. The use of formal and informal recruitment and selection procedures for Human Resource Management has increased dramatically in United Arab Emirates (UAE) organizations.

The main objective of this research is to investigate the current effectiveness of recruitment and selection in three UAE organizations assessing strengths and weaknesses as well as comparing them with models of best practice. This dissertation reviews current literature on recruitment and selection processes, discusses the best practice models of recruitment and selection, and engages in case study research and interviews with HR directors and supervisors in organizations in the UAE.

The major findings indicate that, over last few years, UAE organizations faced some difficulty in understanding how defined recruitment and selection procedures should be. They have tended to confuse various processes or miss out some of the critical steps. Nevertheless, organizations recruited considerably, and particularly during the boom years, however since it is not a professional way of resourcing, companies faced other problems such as high recruitment costs and employee turnover. This case study research reveals strong variation in recruitment and selection policies and practices in the small sample of three UAE organizations and also shows some significant areas of divergence from best practice models.

Finally, some recommendations are offered to assist UAE organizations with focusing more carefully on good practice, changing and developing solutions to minimize the problems that typically arise from inadequate recruitment and selection processes.

الخلاصة

تلعب عمليات التوظيف و التعيين دورا بالغ الأهمية في أي مؤسسة في هذا العالم. و ازداد الاستخدام الرسمي و غير الرسمي لإجراءات التوظيف والتعيين في الموارد البشرية بشكل كبير في مؤسسات دولة الإمارات العربية المتحدة.

الهدف الرئيسي من هذا البحث هو دراسة واختبار العملية الحالية لإجراءات التوظيف و التعيين مع نقاط القوة والضعف في ثلاث مؤسسات في دولة الإمارات العربية المتحدة و عمل مقارنة مع نماذج أفضل الممارسات. شملت هذه الرسالة, مراجعة الأدبيات الخاصة بعملية التوظيف و التعيين ، ومناقشة أفضل الممارسات الخاصة بنماذج التوظيف والتعيين ، وحالة دراسة بحثية وإجراء مقابلات مع مديري و محللي الموارد البشرية في مؤسسات دولة الإمارات العربية المتحدة.

النتائج الرئيسية تشير إلى أنه في السنوات القليلة الماضية، واجهت مؤسسات دولة الإمارات العربية المتحدة صعوبة في فهم كيفية تنفيذ إجراءات التوظيف و التعيين بطريقة واضحة و صحيحيه. فقد بدأت في المزج بين العمليتين أو فقدان بعض من الخطوات في كل عملية. وعلى الرغم من وجود هذه المشكلة، فإنها مازالت وخاصةً في سنوات الازدهار، بتوظيف الكثير من المرشحيين ، ولكن لأنها ليست بطريقة مهنية و صحيحة، واجهت المؤسسات مشاكل أخرى مثل خسائر عالية في تكاليف التوظيف والدوران الوظيفي. وتشير نتائج هذا البحث، بوجود فرق كبير بين العينة المختارة من الثلاث مؤسسات في دولة الإمارات العربية المتحدة ونماذج أفضل الممارسات في قوانين و عمليات التوظيف و التعيين .

وأخيرا، تم اقتراح بعض التوصيات لمساعدة مؤسسات دولة الإمارات العربية المتحدة للتركيز أكثرو بوضوح على نمادج أفضل الممارسات ،وتغيير وتطوير الحلول للحد من المشكلة التي نتجت عن عمليات التوظيف و التعيين الغير ملائمة.

To my grandmother,

To my father & mother, thank you for your devotion and inspiration

To my family and best friends, I wish you all the best

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

3. CHAPTER THREE: EMPLOYEE RESOURCING POLICIES AND PRACTICES

4. CHAPTER FOUR: CASE STUDY ORGANIZATIONS AND INDUSTRY BACKGROUND

5. CHAPTER FIVE: RESEARCH METHODOLOGY

TABLES OF FIGURES:

LIST OF TABLES:

CHAPTER ONE

INTRODUCTION

CHAPTER ONE

INTRODUCTION

1.1 OVERVIEW:

Human resource management (HRM) is a strategic integrated and coherent approach to the employment, development and well-being of the people working in the organization. Human resource management involves all management decisions and actions that affect the nature of the relationship between the organization and its employees-its human resources (Beer et al, 1984). HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques (Storey, 1995).

Effective recruitment and selection, attracting the best candidates, reducing staff turnover and improving employee performance are fundamental management functions. They are as relevant for a small family business as for a major international PLC. They are, however, carried out in a variety of different ways, and people have differing views about which approach is best in different circumstances. These functions have come to form the backbone of generalist personnel and development work. The ability to make sure that they are done well has thus become a basic requirement for any successful personnel and development career.

People resourcing is the broadest of the four generalist modules staffing, performance, administration and change management. Moreover, it covers the range of methods and approaches used by employers in resourcing their organizations in such a way that they can meet their key goals. The resourcing function can thus be usefully said to comprise the assets of the management activities that facilitate the achievement of four fundamental groups.

Recruitment and selection objectives are concerned with ensuring that an organization is able to call on the services of sufficient numbers of staff to meet its objectives. These people may be employed in a variety of different roles, but one way or another they must be able to carry out the tasks and duties needed for the organization to function effectively. This is often summed up in the phrase "securing the service of the right people, in the right place, at the right time'. To achieve this there is a need to recruit new employees to retain existing employees an don occasions to dismiss others. In recent years the term "talent management" has become widely used to describe the way that organizations increasingly manage these activities along with the development of their people in a coherent fashion.

1.2 THE AIM AND OBJECTIVES OF THE STUDY:

The primary purpose of the study is to understand the terms people resourcing (recruitment and selection) and to explain both how they relate to other areas of personal and development activity and how to support the achievement of wider organization objectives. In addition, it considers the different ways in which resourcing activity can add value for an organization and examines some of the constraints that threaten to prevent this from being achieved. Moreover, it explains and discusses the best practice model of recruitment and selection along with the professional tools and techniques that different organizations can follow in order to increase organization effectiveness and capability-the capacity of an organization to achieve its goal by making the best use of resources available to it. Ulrich and Lake (1990) remarked that HRM systems can be the source of organizational capabilities that allow firms to learn and capitalize on new opportunities, but HRM has an ethical dimension which means that it must also be concerned with the rights and needs of people in organizations through the exercise of social responsibility.

In fact, in the last few years, companies in the UAE faced some difficulty with identifying and understanding how defined and elaborate recruitment and selection procedures should be. They tended to confuse the two processes and miss out some of the steps for each. Nonetheless, working with these problems organizations recruited a lot, but because recruitment and selection were not

often performed effectively, companies faced other problems such as, high costs in employee resourcing and high levels of employee turnover. Moreover, they did not provide professional documents and forms that are related to the operations of recruitment and selection, and also experienced problems with their application of interview techniques.

Consequently, the objectives of this dissertation are:

1. Define the terms "recruitment, selection and people resourcing"
2. To identify the importance of recruitment and selection processes and link the theoretical HRM concepts to it
3. Understand and distinguish the difference between recruitment and selection processes
4. Compare three industry case studies (Oil, Media and Government) recruitment and selection processes to the best practice model
5. Identify the purpose of the resourcing function and the contribution it makes to the achievements of organization goals
6. List the recommendations based on the literature review, comprehensive case discussion and analysis of interviews with the three companies (Oil, Media and Government)

1.3 OVERVIEW OF THE THESIS:

This thesis consists of eight chapters. The first chapter provides a general overview on recruitment and selection processes, and how these processes contribute to the achievement of organizational goals. Chapter two and three consist of a literature review on the developments in employee resourcing and employee resourcing policies and practices as well as reporting on previous studies from different part of the world. Chapter four describes the sample for the case study research, which include three industrial contexts (Oil, Media and Government). Chapter five describes the methods which were used during the research and the results of the research analysis are presented in the following two chapters. Chapter six and seven describe in depth, the three industries and organizational settings for employee resourcing procedures. Also, they evaluate the extent that

recruitment and selection are implemented according to the best practice model. Finally, chapter eight presents some conclusions on the research and makes recommendations for actions to be taken in order to increase the extent of professional recruitment and selection in UAE organizations.

1.4 THE RESEARCH PROBLEM:

As a postgraduate Masters student, I was required to investigate a significant problem, preferably in the UAE, which is related to the subject discipline of HRM. I chose recruitment and selection processes in UAE organizations for my topic, as there is very limited research that has been conducted on this area, specifically in the UAE. A few studies have been produced addressing the importance of HRM in general, but few researchers have explored in detail how recruitment and selection processes are important in the Middle East and GCC countries. I chose three well-known organizations working in three critical industry sectors (Oil, Media and Government) to be the focal industries for my research project. In this way, I identified a current issue that faced the HR departments that I could analyze, identify and propose solutions.

Specifically the problem concerns recruitment and selection departments and teams, which are responsible for recruitment and selection, interviews, job description, job evaluation, job analysis and performance appraisal. Recently, UAE organizations have faced many issues with employees regarding the recruitment and selection process, job description, job specification and job analysis. Many employees are not clear with what they are doing or what they have to do. So, this leads also to negatively impact on their performance, training needs and job evaluation. Subsequently, after visiting the three companies Shell Company, Islamic Affairs and Charitable Activities Department and The Media Office several times and using different types of methodology to investigate the problem, I identified that all the above problems occurred and specifically in recruitment and selection due to the general lack of professional job analysis. In addition, the three companies faced a difficulty with understanding to what extent recruitment and selection procedures should be defined and specified in detail.

So, the aim of this study was therefore to investigate the effectiveness of using recruitment and selection at three organizations operating in different industries and identify how it can be improved. Consequently, this dissertation outlines the current situation of their operation and identifies each organization's strengths and outcomes compared to a best practice model.

I propose that this study is important for increasing the amount of attention given to the topics of recruitment and selection and the effectiveness of these processes in the UAE. It is essential to study the differences between various organizations' approaches to recruitment and selection, analyze weak links in activities, procedures and processes and to work towards more productive and positive work environments, so that organizations are more likely to achieve their strategic goals.

Research questions:

- What is the impact of the job analysis, job specification and job description on recruitment and selection processes?

- What is the purpose of the clear cut recruitment and selection function and the contribution it makes to the achievements of organization goals?

CHAPTER TWO:

DEVELOPMENTS IN EMPLOYEE RESOURCING

Organisational requirements
- Business objectives and plans
- Human resource flow plans

Individual needs
- Personal objectives and life/career plans
- Individual career development plans

Flow, policies, systems and practices

Inflow

Recruitment
Assessment and selection
Orientation and socialisation

Internal flow

Evaluation of performance and potential

Career development

Internal placement, promotion, and demotion

Education and training

Outflow

Termination, outplacement, and retirement

Social institutions
Government legislation
Government regulatory agencies
Educational institutions
Unions
Societal values
Public policy

Figure 1.1: Human Resource flow

Source: Based on ideas from Walker (1980) in Pinnington & Lafferty (2003), p.95.

2.1 INDIVIDUAL PERSPECTIVE:

The word "Career" is always used and considered valid for the lives of managers and professionals but not to the lives of nonexempt white or blue collar workers. This is because organizations usually concentrate on professionals and managers career development while ignoring blue collar workers (Beer, Spector,. Lawrence,Quinn Mills and Walton, 1984, p.67).

In fact, careers include an individual's work and family experience, plus the interaction between the two. Moreover, careers can be long or short and individuals can have multiple careers at the same time or in sequence. An individual's career builds up from an interaction between competencies and the career goals that the individual brings to the organization besides the experience that the organization offers to the individual. That means the organization helps give the opportunity to individuals to learn different skills, values, and behaviors and improve their personal competence. This could be by moving from different levels, positions and jobs which help them to develop their experience and increase their level of career satisfaction. Moreover, organizations may act in response to strategic requirements for scarce required skills by varying the kinds of opportunities they give (Beer, Spector, Lawrence, Quinn Mills and Walton, 1984).

In addition, career experience is related to the right choice and procedures that the individuals follows and understand which will show them at the end their success or failures, their potential and limitations. Organization should give individuals more control on their career choices in order to get the right career path that fits core competencies and values which will ensure the growth and the satisfaction of the organization and the individuals themselves. Most organizations could give their employees more control not only in individual career development but also in placement and promotion decisions (Beer, Spector, Lawrence, Quinn Mills and Walton, 1984).

Furthermore, it is no longer enough for managers to develop human resources flow policies and priorities without taking into consideration the societal perspective, which can be in three ways:

- Shifting work force values
- Outside institutions

- Government regulation and labor union policy

(Beer, Spector, Lawrence, Quinn Mills and Walton, 1984).

2.2 ORGANIZATIONAL PERSPECTIVE:

Nowadays, many business organizations require unique jobs with high experience from individuals that was more straightforward in earlier times because of the relatively slow speed of change, skills requirements did not change so much. Moreover, the government did not have much involvement in many issues of employment (Beer, Spector, Lawrence, Quinn Mills and Walton, 1984).

Later, the management of human resources flow policies started to be more important because of the government's greater involvement and participation which resulted in more rapid change and more excessive costs. Rapid growth can often lead to insufficient supply of workers. From the organization's perspective, effective flow policies should lead to the following outcomes:

- Having the exact number of employees needed with different competences for the long and the short term
- Identifying the number of employees that need to improve in order develop the organization in general
- Understanding employees' needs for development according to their perception
- Appreciating employees' perception of opportunity and concerns for relative security from termination due to factors beyond their control
- Exhibiting justice and fairness in dealing with different employees subjects such as promotion, placement selection and termination decisions
- The lowest possible payroll and people processing costs possible to meet the objectives above

(Adapted from Beer, Spector,. Lawrence,Quinn Mills and Walton, 1984, pp.72-73).

2.3 FLOW POLICIES SYSTEM AND PRACTICE:

2.3.1 MANAGING INFLOW:

Managing flow focuses on recruitment and selection processes. Whereas they may seem that they are separate processes in fact they are linked. That's because recruitment is the process of generating a pool of qualified candidates for a particular job, the firm must announce the job's availability to the market and attract qualified candidates to apply. The firm may seek applicants from inside the organization, outside the organization or both. While, selection is the process of making a hire or no hire decision regarding each applicant for a job. The process typically involves determining the characteristics required for effective job performance and then measuring applicants on those characteristics (Pinnington and Lafferty, 2003).

Moreover, many large organizations have used systematic assessment programs to evaluate candidates. These programs could include:

- Biodata (individuals' life histories)
- Psychometric tests (scientific measurement of personality, emotional intelligence and competencies)
- Individual and group tests of knowledge, abilities, attitudes, skills.

Assessment centers are centers that administer structured tests and activities to assess employees' career potential and developments needs with occupational psychologists often included among the assessors (Pinnington and Lafferty, 2003). Assessment centers have been used to help select frontline workers as well as managers. For instance, the British telecommunication firm, Mercury communications, used assessment centers to recruit 1,000 customer service assistants for its new site near Manchester. The assessment centre activities involved simulated call handling and decision making exercises. Mercury's managers believe these assessment centers are very effective in screening for the skills important to customer service representatives. These include listening skills, sensitivity to customers and the ability to cope in a high pressure environment (Pinnington and Lafferty, 2003).

In addition, recruitment and selection processes have a significant impact on employee turnover, stability and change in organizational design. So, recruitment and selection helps to identify the

employees who can cope with the new organizational changes and with the new organizational operating environment in which:

- New roles are given to the employee after changes
- Managers think in a different way about the duties and activities that they have to play and accomplish
- Requested decision making process are modified
- New sources of information and new relationship are there in the organization after changes, which employees are expected to live with it
- The time spans of discretion before the consequences of an inappropriate decision becomes known are altered
- The criteria for effectiveness such as the judgment and leadership capabilities needed by employees are altered
- There are shifts in the actual work content and business process flow
- The choice of performance management criteria and measurement metrics are changing
- There are changes to career aspirations, problems created by the natural inclination of people not to break the habits of their past and present roles and to resist significant shifts in their power, influence and credibility

(Adapted from Pinnington and Lafferty, 2003, pp.106-107).

Thus, new organizational design has been inclined to move away from bureaucratic and tall multi-layered, hierarchical structures, which has influenced the design of jobs. As Parker and Wall (1996) have described, five common characteristics of the contents of these new jobs are:

- Operational knowledge considered the most usual one as the new system need to be more flexible, faster and easy to discover the errors immediately
- Employees find that their works are more contingent on other performance, because barriers on the system have been removed such as extra staff, supervisory management and specialist inspectors.
- The operations function that has more contact with the internal and external customers
- Greater employee judgment and responsibility such as, problem solving and decision making
- More attention to the employees' social competencies and work ability

(Adapted from Parker and Wall, 1996, Cited in Pinnington and Lafferty, 2003, p.106)

Another important aspect in recruitment and selection is the context of graduate recruitment and selection, where evaluating the graduates' ability to rate their performance is the most reliable predictor of success in the job. In fact, it has been found that women are in general better than men at

evaluating themselves precisely on their strengths and weakness. Additionally, a study based in three European countries (France, UK, and the Netherlands) shows a range of differences in the various selection methods, which relate to the frequency of use and preferences for:

- Traditional interviews
- Criterion referenced interviews
- Situational interviews
- References ability test
- Personality tests
- Biodata
- Assessment centers
- Application forms
- Graphology
- Astrology

(Pinnington and Lafferty, 2003, p.107).

Two of the most commonly used methods of selection are:

- **Face to face interview**: is the most common selection tool, it has often been criticized for its poor reliability and low validity. Countless studies have found that interviewers do not agree with one another on candidate assessments. Other criticisms include human judgment limitation and interviewers biases. For instance, one early study found that most interviews' validity is low because judgments are made based on limited information. More recent research, however, indicates that interviewers may not make such hasty decisions (Pinnington and Lafferty, 2003).

- **Psychometric testing**: since the 1980s, it has been used a lot as a part of selection practice. Japanese Corporations investing in Europe, for example, Toyota and Nissan have been renowned for their rigorous, formal selection methods used for all levels including the shop floor employee and office worker. Psychometric testing is more frequently used in the private sector than in the public sector. Initially there were two types of psychometric tests reasoning (assess qualities such as aptitude, cognitive skill, ability and intelligence) and personality (evaluate how individuals behave and react to different situation, producing a profile of their personality traits, preference and attitudes). During the last 10 years, tests of emotional intelligence have become more frequent (Pinnington and Lafferty, 2003).

2.3.2. INTERNAL FLOW:

2.3.2.1 EVALUATION OF PERFORMANCE AND POTENTIAL:

In fact, the organization needs to evaluate its employees on a monthly or yearly basis, and this evaluation is usually accomplished by supervisors and managers. Implementing this evaluation is really important because it identifies the good and poor performance of each employee in the company as well as showing who really deserves to have the opportunity to get promotion, extra allowances, changes in pay, more training or retirement. So by having these results the managers can more easily make decisions for each employee based on individual and group performance. However, some managers and supervisors judge their employees or even candidates according to their knowledge, past experience, their personality and value which is unfair practice during the hiring process and in employee appraisal (Beer, Spector, Lawrence, Quinn Mills and Walton, 1984).

One of the by- products of managers hiring based on their own image has been systematic discrimination against minorities and women. The Civil Rights Act of 1964 is one of the US government laws which requires US companies to avoid discrimination and compels employers to hire and promote women and minorities in proportion to their presence in the larger population. If they can't do this, then they have to justify their personal decision making process by showing a proper job relevant selection criteria (Beer, Spector, Lawrence, Mills and Walton,1984).

So, although assessment centers, psychological tests and improved performance appraisal systems may all help to improve the judgment of employees and candidates in hiring and evaluation, that does not mean we should take out of human hands the necessity of filling out appraisal forms, integrating information from tests and third party assessments into the recruitment and selection decision making process (Beer, Spector, Lawrence, Mills and Walton, 1984).

In fact, there are two major questions that must be addressed when managing selection and evaluation processes: what is effectiveness and how will effectiveness be evaluated? What is effective is the employee's immediate job linked with the organization culture, job responsibilities, and employee over time, costs, profits, markets; numbers of units produced–all go under criteria of effectiveness. Moreover, effectiveness will be evaluated by two sets of evaluation problems: evaluation of prospective and of current employees. This means that managers need the employment and performance appraisal interviews to undertake the evaluation (Beer, Spector, Lawrence, Quinn Mills and Walton, 1984).

Nowadays, evaluation of employee effectiveness and potential are usually performed by supervisors and then the information produced is used by management to make personnel decisions. By having developed appraisal systems, a huge amount of time, money and energy is saved. Usually managers and supervisor do not want to have the sole responsibility for judging employees making their own exclusive judgments, since they do not want to damage their relationships with them. In general, they prefer not to discuss their evaluation in front of them especially if it has a negative impact on pay, promotion and job security. Consequently, it is perhaps not surprising that evaluation for rewards administration purposes (pay and promotion) traditionally has been recommended to be kept separate from evaluation for career development purposes (Beer, Spector, Lawrence, Quinn Mills and Walton, 1984).

2.3.2.2 EMPLOYEE CAREER DEVELOPMENT:

Career development is one of the most important methods for ensuring employees development in different skills, attitudes, knowledge, behavior and remaining competitive for the future. It is a valuable investment by the organization in employees, because focusing on employee's career development can increase company profit, sales, and reputation. The training department is the department that designs training programs based on employees' needs and organizational goals and then markets them internally. It is essential to design the training program around employees' requirements in general (Van Maanen and Schein, 1984, p.31).

2.3.2.3 EDUCATION AND TRAINING:

This works best when job experiences encourage an individual to learn new knowledge and necessary skills linked to feedback on performance and counseling from a respected supervisor. The most important aspect of development is the follow up part, to be more specific, when the direct manager or supervisor creates the training plan and submits it to the Personnel or HR department, it is essential that the company management are properly informed about the results and discuss the potential of employees and their development needs. Also, engaging in frequent communication with employees about their career opportunity and training will help to provide an improved idea of what skills are needed and will be valued in the future and what development experiences are considered essential in developing those skills (Beer, Spector, Lawrence, Quinn Mills and Walton, 1984).

In addition to that, managers and supervisors should believe that any employee's development is really important and appreciated and this can be shown by rewarding the employee which will encourage him/her to work harder. Part of the process of development and training is the establishment of the career paths, where the employees can identify their role and job positions in the future. So, it is an important influence on the extent and nature of their development. One approach in distinguishing the employee's career path is in terms of whether they motivate functional or technical specialization or whether they encourage cross-functional mobility (Beer, Spector, Lawrence, Quinn Mills and Walton, 1984).

2.3.2.4 INTERNAL PLACEMENT, PROMOTION AND DEMOTION:

There are three principal ways that the organization can provide individuals with some control over their careers:

- **Personnel development specialists**: These specialists can discuss employee's career goals and impact information about realistic career possibilities. Those also, help managers with finding the most suitable candidates for new vacancies, so they are aware of opportunities.

19

- **Inventory of skills and job preference:** inventories can be cross-referenced for use in job searches.
- **Job posting:** gives the employee the chance to apply for another position if there is a vacancy within company (Beer, Spector, Lawrence, Quinn Mills and Walton, 1984, pp. 88-91).

2.3.3 OUTFLOW:

2.3.3.1 TERMINATION:

This happens when the performance of employees declines for different reasons. Also poor performance can affect the amount of pay which may be reduced when it has been identified. So, ultimately employees are encouraged to either improve on their poor performance or to examine their continuing relationship with the company (Beer, Spector, Lawrence, Quinn Mills and Walton, 1984).

2.3.3.2 EARLY RETIREMENT:

Many organizations increase the outflow of personnel they consider unable to adapt to a planned strategic realignment of the firm, successfully releasing them often because they offer special financial inducements. So, employees can retire at an early age, without it entailing a reduction in pension and also still receive any benefits they are entitled to receive at 62 or 65. So, later employees can practice a new job if they would like to plus the organization can offer promotions to those who believe that they are capable of relevant achievement in the future. So, this is one of the ways that American organizations deploy to invigorate themselves and move ahead in front of international competition (Beer, Spector, Lawrence, Quinn Mills and Walton, 1984).

2.3.3.3. OUTPLACEMENT:

A recent survey found that 40% of organizations use outplacement firms immediately after a person has been terminated and help her/him to begin a job search. Whereas outplacement services are

characteristically offered only to higher paid executives, this shows that the organization takes on some responsibility to those people who have to be terminated as well as commitment to the remaining employees. Another benefit of outplacement is that employees can make a better adjustment to termination and even gain a salary increase in their new position (Beer, Spector, Lawrence, Quinn Mills and Walton, 1984).

2.4 EMPLOYEE RESOURCING:

As Taylor (1998) mentioned employee resourcing plays an important role in generalist personnel and development work, because it involves effective hiring and firing, attracting the best applicants and reducing staff turnover and improving employee performance. Through covering the range of methods and processes that can be used by employers in resourcing their companies they are more likely also to attain their key strategic and operational goals.

Also, employee resourcing includes the achievement of three fundamental activities, staffing, performance management and administration. Staffing is intended to ensure that all of the vacancies are filled by the right candidates with the right skills. Performance management involves controlling the level of absence and employee turnover in the organization besides focusing on improving employees and the organization's performance. Administration is seen as concerned with managing employment relationships in accordance with legal, ethical and professional principles (Taylor, 1998).

Moreover, Beaumont (1993) agreed that resourcing is one of the core activities that the organization should focus on, especially if there is any change or restructuring in the organization's strategy. The selection process will assist with managing any large scale process of organization change. Also, the selection strategy, through incorporating new design of the selection system, can support the overall organization change as well as assist with monitoring the internal flow of personnel to match emerging business strategies. Moreover, there is in the end a need to match key executives to business strategies (Schuler and Jackson, 1987).

In fact, resourcing is apparent more visibly; when the organization is making a big change such as in restructuring the organization, altering the organizational chart, or making other changes and improvements to the organization system. HR employees will start to understand how they will work to define the new employee and his/her necessary qualities, skills, abilities, performance and behavior (Townley, 1989).

Moreover, Miller and Rose (1993) observe, that HRM incorporates a number of calculations and steps of employee resourcing, which include evaluating the employee, assessing the competencies of the employee, and the evaluation of the evaluation process, which is the assessment of the validity of the assessment process.

2.5 STRATEGIC FRAMEWORK FOR UNDERSTANDING EMPLOYEE RESOURCING:

In the 1980s many organizations in North America and Europe started to think of their resourcing process as major handles to support strategic and cultural change. As Klein (1998) mentioned with the rise of the development and product market competition, there was also a rapid rise and awareness of skill, competencies, capability and knowledge in the organizations' assets and resources. Storey and Sisson (1993) gave many examples of UK organizations focusing on many HRM initiatives in order to motivate such obviously desirable qualities as employee initiative, pro-activity and entrepreneurialism.

In the 1990s, UK organizations started to improve their resourcing strategies following strategic realignments and redefinitions of organizational missions and cultures. New organizational needs often require new skills and competences that will manage and create the envisaged organization. Using internal and external recruitment and selection policies and practices are a central part of the process of ensuring that the job demands and requirements are met. These activities should be

followed and linked with the business strategy, appraisal staff development and career path. In addition, recruitment activity might be different from one company to other, for example some companies need to recruit for part time or temporary staff according to their needs.

As Atkinson (1984) mentioned, many banks started to make extensive use of part-time and temporary staff in a search for both financial and numerical flexibility, as well as to assist with instituting cultural and structural change programmes.

Robertson (1991) has argued that besides the routine recruitment and selection activities, there is a need for an assessment centre in order to help with evaluating internal or even external employees for promotion, placement, transfer and development. He mentioned that many banks introduced large scale assessment programs that include utilization of biodata, psychometric testing and assessment centers to ensure staff and organization meet different strategic demands. These kinds of test also helps the organization to know and understand their employees' vision, skills, teamwork abilities, openness, adaptability, broader vision, tolerance of ambiguity, self-confidence, positive orientation to change, level of responsibility and performance.

Du Gay and Salaman (1996) cautioned that management should notice and understand the increasing rate of globalization, the feminization of the work force, and new modes of organization conduct, which have blurred differences between production and consumption and the culturally ascribed identities of worker and consumers. By understanding these and other factors mentioned above, it will help to get the right skills that organizations and consumer societies need from employees.

2.6 RECENT TREND IN RESOURCING PRACTICE:

2.6.1 HUMAN RESOURCE PLANNING:

Taylor (1998) characterized Human Resource Planning (HRP) as involving establishment of links between strategic business planning and strategic HRM. Especially relevant here are the practicalities of the recruitment and selection activity that is used to fill the vacancies in any organization by hiring a specific number and types of employees with different skills, attitude and competences according to the job requirements. Further employee resourcing activity focuses on training needs which are aligned with strategic business plans. Some authors continue to use the older terms of manpower or workforce planning rather than HRP. Bratton and Gold (1999) described how the manpower plan articulated a personnel management perspective and sought to ensure the necessary supply of people to meet set targets. In the balanced model of manpower planning, three phases were identified: analyzing manpower demand, predicting supply and designing the interaction between supply and demand to bridge the gap by acquiring, utilizing, retaining and reducing the organization's Human Resources.

2.6.2 RECRUITMENT STRATEGY:

Rynes and Barber (1990) described how organizations are concentrating and searching for different ways to attract candidates to apply for jobs. They started to change their recruitment practices and identified what kinds of candidates were encouraged to apply for the job. This shows how the recruitment stage is important, since it is considered the first phase of a process in which both applicant and organization send out signals, check if expectations have been met, and make decisions on different topics such as legal and psychological contracts. On the same topic, IIes and Robertson (1997) explain the common methods of how organizations advertise their job vacancies. For example, there are formal and in formal advertisements. Informal could be word-of-mouth recruiting and formal is by using recruitment agencies, newspapers and posters.

Another topic that IIes and Robertson (1997) covered in recruitment is the actual behavior of recruits. For example, having panel interviews, in which managers and high status employees attend will give the candidate a positive and a strong impression, which will influence applicants' willingness to obtain and accept job offers, especially if recruits are informed, credible, competent and interpersonally skilled.

2.7 RECENT DEVELOPMENTS IN SELECTION:

In the 1990s, meta-analytic research has confirmed some of the traditional assertions concerning the validity of the classic selection instruments in predicting job performance. There are many tests for selection needs such as, ability tests, job knowledge tests, situational judgment tests, biodata and assessment centers. But recent research shows that many organizations have focused primarily on use of personality tests especially tests of specific personality dimensions such as conscientiousness or integrity (e.g. Salgado, 1999).

Central to many of the mainstream personality tests, there is on the Big Five personality dimensions with recent questionnaires being developed around the dimensions of conscientiousness, emotional stability degree of neuroticism, agreeableness and openness to experience (Salgado, 1999).

2.8 RECENT DEVELOPMENTS IN PERFORMANCE MANAGEMENT:

Performance management is considered as one of the important topics of HRM, because it contributes to employees' development. Typically, many organizations assess the employee by having an interview that involves the direct manager and the employee in discussion with the appraisal documentation or performance management system. This interview can help the employee to know his/her strengths and weaknesses and should lead to giving the employee an opportunity to develop his/her skills, attitudes and behavior. Furthermore, it gives the manager an idea about the employees' performance and helps to inform decisions on promotion, placement and what training and development program he/she needs. However, there might be an issue for the performance manager that is relevance to the resourcing aspects of performance appraisal that include relationships with organizational structure and culture. For example, a hierarchical and authoritarian culture may not

welcome peer or customer or subordinate assessments as much as the traditional top-down assessment performed by a manager. Furthermore, matrix structures organizations may find appraises are not sufficiently committed to the process if some reporting lines are excluded from the process (Storey, 2003).

Many authors have different opinions about the importance of performance management. For example, Barlow (1989) argued that appraisal is focused more on employee behavior and that despite the rhetoric of development might cause many problematic issues for the employee and the organization. While Townley (1994) has highlighted that appraisal is considered an important technique in identifying and knowing employee's skills as well as giving managers an idea about their employees, which will assist them to control them more and improve on their weaknesses.

Other subjects that Kettley (1997), amongst others, has discussed are the different kinds of appraisal forms. For example, assessing inputs (knowledge and qualifications), using self-appraisal, peer appraisal, customer appraisal, through different kinds of multi-source, multi-rater appraisal and feedback system. In this regard, Gratton and Pearson (1994) emphasized the importance of the 360 degree feedback appraisal systems. These systems are seen as more appropriate to flatter organizational structures, teamwork, and greater employee involvement. For example, many UK managers are using it in order to increase empathy, delegation, giving recognition, feedback and communication skills, all of which have been cited by subordinates and colleagues as development needs, thus reinforcing what otherwise might be seen as just company rhetoric on the importance of empowering employees.

2.9 RECENT DEVELOPMENT IN CAREER MANAGEMENT:

By the time of the late 1990s, research and theories had moved from concerns with individual career and with differences in managerial career anchors (Schein, 1978) towards changes in the labour

market and in organizational career practices. In fact, it can be seen that managing careers is now considered to be the employees' responsibilities more so than the organization's responsibility. This means that individuals must focus more on planning and managing their own career responsibility.

In contrast, Herriot (1995) has claimed that career management should be planned, shared and managed by both individuals and organizations. His line of argument is that careers, nowadays are becoming more market-driven, and that employee insecurity about jobs and career has increased. Further, regardless of economic growth, what may be new is that insecurity has advanced into the ranks of professional and managerial employees so that in the 1990s employees were feeling less loyal to their employers and were investing more in lifelong learning and updating of their competencies.

2.10 ASSESSING AND IDENTIFYING OCCUPATIONAL AND MANAGERIAL COMPETENCES:

In recent years, researchers have focused on the main problems in employee resourcing which include the process of identifying relevant qualities in existing staff and potential applicants that will enable an appropriate match to occur between person and job. More organizations than before now concentrate on job analysis which is divided into two methodologies, one is task orientated, that analyzes a particular and specific job with the skills and quality that the job needs (Storey, 2003).

The second one is the person-oriented approach, which includes use of critical incident technique, repertory grid and behavioral event interviews that help in getting more details and information about the skills and behavior that the job needs to achieve. So, the purpose of utilizing job analysis is to produce the job description and job specification which helps both the employers and the candidate to know exactly what skills, abilities, duties, academic qualifications, behaviors, attitudes,

responsibilities, authorities and occupational competences that the candidates need to understand and perform (Storey, 2003).

2.11 MODELS OF EMPLOYEE RESOURCING:

2.11.1 THE PSYCHOMETRIC/OBJECTIVE MODEL:

In the UK, selection and assessment research and practice has been deeply influenced by the psychometric model which was mainly developed in the United States. This model, in a mixture of forms, is shown in most textbooks on HRM, personnel management and organization psychology as "good professional practice" (Storey, 2003, pp.152-155). If less completely represented in real selection practice

The model has its roots in British work on individual differences dating back to the early twentieth century and even some work in the nineteenth century. This early work led to the development of psychometric and statistical techniques. Its paradigm status in work psychology and personnel management owes much to its application to occupational selection in the USA in particular between both World Wars. Its standard focus is the job visualized as a set of separate tasks. In this model, performance criteria are selected and individual attributes of a various kinds (knowledge, skills, and abilities) are chosen as predictors of job performance. Then, this is all evaluated by different methodologies such as tests, interviews and biodata (Storey, 2003).

As Herriot (1993) mentioned in order to have good selection practice, there should be a clear assessment of the benefits of investing in good selection practice and provide psychologists with an equivalent say in the language of business to other business professionals. This is clearly evident in recent years where employee assessment was played an important and strategic role in Europe, and especially in evaluating individual development and cultural and organizational change, rather than in selection alone (Iles, 1992; Maybe and Iles, 1993).

2.12 AN EMERGING SOCIAL PROCESS MODEL:

Herriot (1989) discussed the impact and the process of selection as a social process as well as attended to the impact of the specifics of the selection and assessment methods on candidates. On the same issue, Iles and Roberston (1989, 1997) added that both selection and assessment processes on individuals affect the selection decision and candidates' attitudes as well as organization and career attitudes, self-efficacy, self-esteem and other psychological states.

A significant element of the social process concerns how actual selection processes diverge from the arranged idealized psychometric model. In some cases, researchers note the extent of divergence between what is known as best practice and what in reality is common practice:

> Recruitment practices are not a sophisticated as the professional model implies: that job descriptions are not widely used, that no explicit evaluation of methods is used but firms do have institutionalized methods of recruitment; however these recruitment procedures are normally a product of custom and practice.

(Windholf and Wood, 1998, p.1)

2.13 RESOURCING KNOWLEDGE AND POWER:

Employee resourcing not only has to focus on its efficiency or reasonableness, but also on the way that reasonableness is constructed and displayed. It also should focus on the relationships that are created through the process as well as the influence of the forms of expertise on which they are based

and the practice of power within the organization. So, employee resourcing, in summary, involves dividing, partitioning, rating and ranking employees and candidates and imposing and maintaining organizational boundaries through hierarchical observation and normalizing judgment (Storey, 2003).

Power is natural in knowledge itself and in the procedures that knowledge notifies and validates. Since knowledge is constructed though the analysis of competences and the assessment process exposes and plays a major role in constructing the individual manager as someone who is a calculable, discussable and quantifiable entity. In effect, candidates of selection and recruitment activities become realized in the procedure of, and as the subject of, senior managerial involvement and decisions, conducted through the processes of resourcing (Storey, 2003).

In fact, the process of employee resourcing shows the relationship between knowledge and power, and demonstrates the ubiquity of power and knowledge practices. Employee resourcing displays the role of a form of organizational governmentality which allows the exercise of power via calculation, assessment and knowledge. The implementation of a set of qualities (competencies) in employee resourcing means that the individual and employees are specified subjects in the resourcing process and are measured by its assessment practices which are as revealing of organizations as they are of individuals (Storey, 2003).

To clarify the resourcing process as a central element of HRM and governmentality, and define it as:

A technology of thought requiring attention to the particular technical devices of writing listing numbering and computing that render a realm into discourse as knowable, calculable and administrable object. Knowing an object in such a way that it can be governed is more than a purely speculative activity: it requires the invention of procedures of notation ways of collecting and presenting statistics, the transportation of these to centre where calculation and judgments can be made.

2.14 SUMMARY:

At the outset of this chapter, it was discussed how arguably the most important policy area of human resource strategy is controlling and managing the flow of people in, through and out of the organization. General managers, it was argued, should have a strong involvement in the policy decisions in order to understand the perspective of individuals, their career development and satisfaction. Moreover, general managers should understand any changes that arise in workers' behaviors, attitudes and values, educational institutions that supply prospective recruits, legislation, government regulatory agencies and, in some countries, union policy. This can all be achieved, it was proposed, through developing a societal perspective on employee resourcing and HRM.

In addition, it was argued that the appropriate procedures, policies and practices that any organization should design and follow in order to manage employee in-flow, internal flow and out-flow, will help to have the right number of employees with the different competencies that fit with the organization's needs, strategy and culture. Moreover, it will clarify employees' expectation of fairness in connection with hiring, assessment, selection, orientation, socialization, promotion, termination decisions, retirement, outplacement, evaluation and employee training and development.

Then, this chapter discussed more deeply the history of employee resourcing in terms of three fundamental activities of staffing, performance management and employee administration. It mentioned different authors' opinions about the importance of selection and resourcing and the problems that commonly are considered under this topic. Moreover, it mentioned the history of the strategic framework of understanding employee resourcing in UK and USA organizations and how the process improved in its technical sophistication during 1980s and 1990s. Then, it mentioned

the different methods of recruitment and selection that these countries have followed, including the role of assessment centers and the different selection tests that were implemented to get the right candidates for the right vacancy.

Later, it showed the recent trends in resourcing practices of human resource planning and the link between strategic business planning and strategic HRM, especially relevant here is the recruitment and selection of specific numbers and types of employees and the specification of future job requirements and training needs and how to align them to strategic business plans. The chapter reviewed some of the research that has been done on the procedures and process that the corporations followed in order to attract candidates to apply for jobs. Then, it described the recent developments in selection that focused on different types of tests such as, personality test, ability test, situational judgment tests, biodata and assessment centers.

Next it discussed the recent developments in performance management and career management. Specifically, it identified the process whereby managers and supervisors identify the weaknesses and strengths of employees by using different methods such as, assessment systems and appraisal techniques and stated the positive way of using performance results and feedback that will help to improve employees' careers. It briefly overviewed the history of career management during the 1990s.

Job analysis, job specification and job description is another topic that has been raised in this chapter, which demonstrates the importance of conducting thorough job analysis before starting any hiring process. Because the reason for doing this is that it shows in detail the purpose and the objective of having this job or vacancy. In addition, assessing and identifying occupational and managerial competencies that are required, will lead the HR people and organization more readily to design the job description and job specification. Finally, this chapter explained the models of employee resourcing adopted in the UK and USA, which are the psychometric model and the emerging social process model. Consideration of these approaches was supplemented by a brief

review of some ideas from the Foucaldian perspective on power, as described by Storey, and in particular the role of knowledge and power was addressed as assisting with understanding and interpreting resourcing processes in organizations.

CHAPTER THREE

EMPLOYEE RESOURCING: POLICIES AND PRACTICES

3.1 JOB ANALYSIS:

It is the procedure of gathering, analyzing and setting out information about the content of jobs in sequence to offer the basis for a job description and data for recruitment, training and job evaluation and performance management. So, it focuses on what job holders are expected to perform. Also, in

the fields of recruitment and selection, job analysis is important because it provides the information on which to base two documents: job description and job specification (Armstrong, 2010).

Nowadays, job analysis plays an important role in the organization. That's because it provides a systematic methodology that helps to understand in details the duties of the job that should be accomplished by the organization.   Following a thorough job analysis of a work environment such as, an information commons, job descriptions can be written.   In fact, job analysis is one of the essential steps that document the work functions, to describe the conditions in which the work is achieved, to indicate the needed academic qualifications or any other professional and education requirements for the successful candidate (Jackson and Schuler, 2006).

Job analysis is the procedures of collecting information, determining the duties and skill requirements of a job, observing the function, discussing the required qualification, noting the work product and documenting the evaluation for a particular position within the organization. Actually, the job analysis is usually conducted by HR analyst or supervising managers. The purpose of it is to moderator how well employees are performing and explains their role within the company in a thorough, yet neutral fashion (Stewart and Sullivan, 1991).

3.2 IMPORTANCE OF JOB ANALYSIS:

Job analysis is a business investment and it involves considerable expenditure of fund, human effort and time. These costs however can be amortized over a period of times, during which the data base can be used to avoid costs, tailor programs, increase efficiency and flexibility, develop quality control and effect operational change (Legere, 1985).

As Taylor (2010) mentioned that in the recent years, there has been a great focus on the earlier stages on job analysis and the consequent development of job descriptions and personnel specifications, which a lot of academic now see as being outdated. IRS (2003b) surveyed 250 organizations, large and small from across the public and private sectors and found that 82% of employers continue to use job description and 72% person specifications.
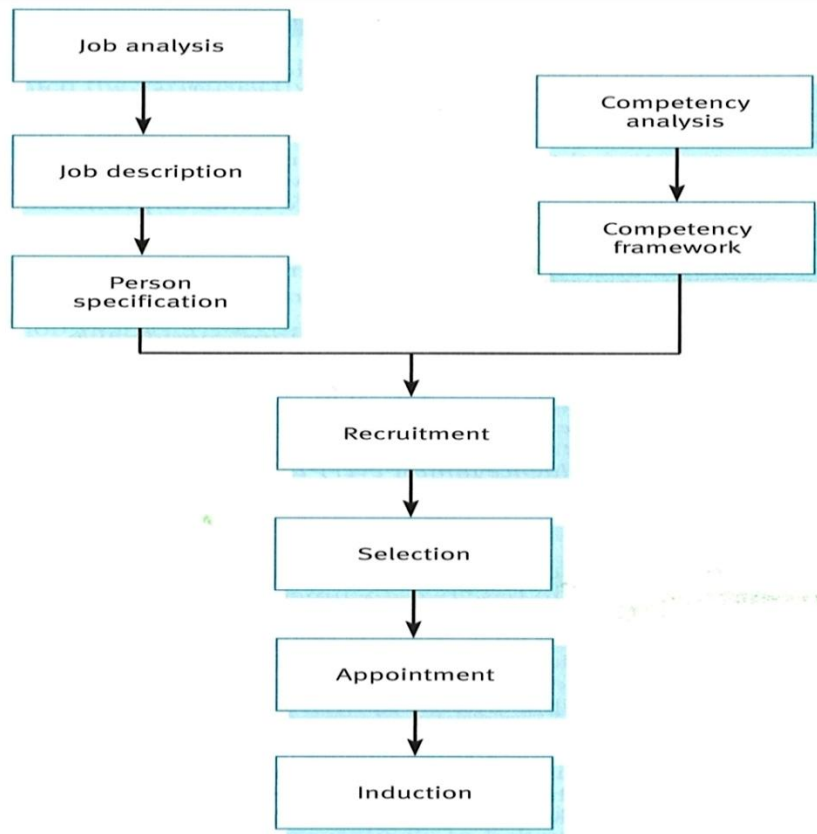
Figure 1.2 Stages in good practice recruitment and selection

To accomplish the job analysis objectively correctly, HR analysts should gain the trust, confidence and cooperation of those jobs which are being placed under examination. The job analyst is naturally perceived by others with suspicion since his/her investigations are going to be used as the basis for job evaluation. Good communication is also needed to be there in this stage (Chang and Kleiner, 2002).

Other objective is to provide a framework that organizes both the analysis and the information collected. In fact, it is very helpful to focus on two things; first, the responsibilities and duties

performed, and second, the skills and personal attributes of the job. What an individual does and what personal attributes he/she needs to bring to the job give us the dimensions critical for making evaluative decisions between the relative value of one job and another (Chang and Kleiner, 2002).

Moreover, job analysis can be considered as a primary tool for improving and developing the learning process in any organization. As many authors consider it as a system of task analysis by experts, it is regarded by many as a more valid tool than subjective measurements, and some variables cannot be captured with interviews or questionnaires; the predominant methods used for group studies (Frese and Zapf, 1994, Hacker, 2001, 2003; Richter et al., 1999; Ulrich, 1990; Ulrich and Weber, 1996; Volpert et al., 1983).

3.3 JOB ANALYSIS METHODOLOGY AND TECHNIQUES:

Moreover, there are five steps to collect information about the job content are:

- Overall purpose: the reason and objective of having this job and what is expected from the job holder to achieve
- Organization: to whom the job holder reports and who reports to him/her
- Content: overall the scope of the job in terms of duties, tasks, operation and meetings to be carried out
- Find documents which will help to give information about the job such as, existing organization ,procedure or training manual
- Get from managers basic and essential information concerning the job
- Gain from job holder's similar information about their jobs.

(Armstrong, 2010, pp. 446-447).

Nevertheless, there are many approaches used to accomplish the techniques mentioned above, such as interviews, questionnaire, observation and repertory grid approach (Taylor, 2010). Also, Landy and Conte (2004) mentioned that job analysis is based on information which is collected and documented through direct observation, interviews, work diaries, logs, questionnaires, critical incident and SME (subject matter expert) panels. Each approach has been described in- depth below:

Interview: It is the most flexible and productive approach, where the job analyst can get the information easily as in the face to face interview the analyst can get the hidden information

immediately. The job analyst should make sure that he/she understands the information on the right way. Also, this interview could be individual, group or supervisor interviews.

Observation: The observer should interrupt the work process as little as possible in order to get accurate information. Consequently, this could be by asking the person you are observing and let him/her to explain why and how they are doing this task or any other thing that need an explanation. At the same time you can take complete notes that will help on job analysis.

Questionnaires: The questionnaire must be designed to draw out the right sort of responses and get the right and useful information. The replies can then be sorted, and if there is any missing information or misunderstand then, this can be explored at the interview stage.

Critical incidents: Is a challenge to recognize the essential aspects of job behavior. In fact, it considered as a checklist to rate the procedures of the performance appraisal, but its merits lend itself to other investigatory activities such as job analysis for the purpose of job evaluation.

Diaries: The employee can write all the duties or activities required for him/her daily, communication, time consuming, self reporting, and mention all the details that related to his/her job as a written diary or log.

On the direct observation, HR analyst will be able to describe the work accomplished and might present a checklist which captures the basic elements of the job. While SME panels are used to develop the job analysis survey and assist by framing it from various vantage points, the qualities, and characteristic of successful employees in any role and department. Work diaries are sometimes used by SME panels to list the duties of a specific job during a specific time from the perspective of the both employee and supervisor (Boyd, 2007). Critical incident technique Flanagan (1954) is an effort to make out the more significant, or 'noteworthy', aspects of job behavior.

On the other hand, job analysis is very expensive, because collecting data takes a lot of time, involves concentrated labor and there are many techniques that should be used in this operation. Overall, the

job questionnaire is considered the most efficient way as well as the least expensive method (Boyd, 2007).

In fact, job analysis survey has a disadvantage, where the HR analyst can get very general answers rather than penetrating and productive answers and discussion that he/she can get from an interview or SME panel.   An original effort, born of creating the job analysis at the "speed of reality" is a process which can be completed in a couple of hours (Boyd, 2007, p.235).

There are major steps in job analysis process that the HR analyst should go through, as mentioned below:

- Identify and separate the component tasks in a job: Many jobs have huge number of tasks and sub tasks and it may be suitable to group some of it into "task taxonomies" where there is related in common between them to reduce the confusion of the analysis to convenient proportions.
- Examine how tasks are performed: What are the skills required and should it be in order and where it should be done in isolation or as part of a group effort and etc.
- Identify the main areas of responsibility: Classify the major duties of the jobs whether the standard or occasional, then scale them according to their importance, difficulty, frequency to the job.
- Note the prevailing working conditions in respect of the physical (temperature, noise, danger), social (whether in teams shifts, isolated work) and financial aspects of the job (financial conditions should concern whether a payment system is already in existence, the basic wage rate or salary currently obtaining, and any bonus, incentive schemes, fringe benefits, etc), which may apply.

<div align="right">(Chang and Kleiner, 2002, p.74).</div>

Identify the personal demands which a job makes on an individual incumbent demands can be categorized into five criteria ,physical demands, intellectual demands, skills, experience and personality factors.

3.4 HOW TO USE THE JOB ANALYSIS:

When the job analysis has been completed, the HR analyst and supervisor will have a clear idea about each job which will lead to have the opportunity to:

- Develop objective job-related interview questions.
- Write current and accurate position descriptions. Position descriptions should be updated on a regular basis and a job analysis done if any factors outlined above have to be altered.
- Perform objective performance appraisals.
- Determine if accommodations can assist a person with a disability to perform the job.
- Conduct personnel functions in a non-discriminatory manner.

(Chow and Kleiner, 2002, p.122)

After the above steps are completed, then it is the time to write the job description and the job specification, which will help to make recruitment and selection decision, performance appraisal, job evaluation, compensation and training requirement very clear to the HR analyst.

3.5 JOB DESCRIPTION:

It should be based on the job analysis and should be as concise and accurate as possible. There are five headings under the job description that will help to be guidance on completing each section on the job description are: job title, reporting to, reporting to job holder, overall purpose, and main activities, tasks or duties (Armstrong, 2010).

Taylor (2010) defined job description as the main production from the job analysis process. It is considered one of the key decisions and procedure across the range of personnel and development activity, including the drawing up of training plans and the determination of pay rates. In addition, it is essential in the staffing field, where once complied and filed, and it is used in five specific ways. Firstly, as a tool in recruitment, the IRS (2003b, p.43) found that over 75% of employers include copies of job descriptions in application packs and that 82% use them when drawing up job advertisements. Secondly, as a tool in selection, consequently there will be a clear decisions about whom to employee from many and different candidates with reference to job description. Thirdly, it is used as the basis of employment contracts, and IRS (2003b, p.44) found that almost 40% of employers (53% in the public sector) build direct reference to job description in their contracts. Fourthly, it is used as part of an employer's defense in cases of unfair discrimination and finally it

considered as means by which the employer's expectation, priorities and values are communicated to new members of staff

Taylor (2010, p.195) mentioned that there are few headings which should be included under the job description. They are:Job title

- Grade/rate of pay
- Main location
- Supervisor name/post
- Details of any subordinates
- Summary of the main purpose of the job
- List of principal job duties together with very brief descriptions
- Reference to other documents that may clarify or expand o the items

There are several basic steps in writing a useful job description:
- Sketch a chart depicting the job's location within the organization
- Summaries the general purpose of the position
- List the position's major tasks and responsibilities
- Identify the decision-making authority within the job
- Establish the job's minimum education and experience requirements
- Managerial descriptions are in place

(Chow and Kleiner, 2002, p.124)

3.6 JOB SPECIFICATION:

It is the second piece of documentation that is derived from the job analysis process. It is not only what the job involves but also the attributes that are required from the person to fill the role. In general, job specification includes information and headings such as, skills, knowledge, personality attributers, education, qualifications and experience (Taylor, 2010).

IRS (2003b, p.47) found that the following areas were covered in the job satisfaction used by the majority of their respondents:
- Skills

- Experience
- Qualifications
- Education
- Personal attributes

Moreover, it indicates the person experiences, academic qualifications and other attributes required of the person to do the job. This information makes it easy for you in short listing and identifying the person you want. Also, it assists with determining how much you should pay this person and adopting a disciplined approach. The job description is your working document, and typically one starts from the top, works through and analyzes under the five headings given below, the essential and desirable characteristics. In the search for the person to do the job, there are five job specification headings. They include:

- Physical makeup. This relates to appearance and health
- Attainments. This refers to professional and practical experience
- Special aptitudes. Could include for example, IT or language skills
- Disposition. Candidate personality should fit the culture of the organization and the requirements of the job
- Circumstances. This does not mean probing into someone's private life, but you do need to be sure that the requirements of the job will not conflict with domestic commitments.

(Jago, 1996, p.29).

3.7 INTERNAL AND EXTERNAL RECRUITMENT AND SELECTION:

Recruitment is the process of searching for and appointing new staff to join a company, while, selection is the assessment of candidate for final selection which will depend on tests and interviews (Armstrong, 2010).

Nowadays, recruitment and selection practice plays a significant role in any organization. As Robert (1997) stated that there is an old saying that "you can't make a silk purse of a sow's ear" this grasps true in the framework of an organization HR strategy, because if we didn't have the right people in the right place, then HR strategy instead of focusing in capitalizing and controlling the organization performance, it will spend a lot to cover the loss that will get (Recruitment and Selection, 1997, p.26).

The author, Robert Guion, explained the lack of emphasis on recruiting this way:

> Technology in employee selection is more highly developed than in recruiting or placement; therefore, the major emphasis is on selection, recruiting or placement are not less important Processes; to the contrary, they probably are more vital and more profitable to the organization. An organization's success in recruiting defines the applicant population with which it will work; selection is more pleasant, if not easier, when any restriction of range or skewers of distribution is attributable to an overabundance of well-qualified applicants...Unfortunately, the contributions and confusions of the literature, the central social pressures, and the facts of contemporary practice conspire to place the emphasis on selection.
>
> (Recruiting, selection, and job placement, pp. 777-779).

Farnham and Pimlott (1995) discussed how successful recruitment and selection results in reducing labour turnover and creating good employee self-esteem. By contrast, recruiting unsuccessfully is costly, as poor recruits may perform badly or leave their employment, therefore requiring further recruitment. Nevertheless, Wood (1985) mentioned in some of his recruitment studies that, in reality, recruitment practices involve little or no attempt to validate practices.

Torrington et al. (1991) states that in a small organization it may be sufficient for one person to consider the job's significant features and the requirements of the job owner in place of the detailed job analysis, job description, and person specification procedure usually recommended, so employees should focus in this stage more and then on the selection process.

Moreover, Barber (1998) mentioned three phases that is listed on recruitment process (i.e., generating applicants, maintaining applicant status, and influencing job choice decisions). That is, (a) certain recruitment activities (e.g., advertising on a Spanish-speaking radio station) may influence the number and type of individuals who apply for a position, (b) certain activities (e.g., professional treatment during a site visit) may affect whether job applicants withdraw during the recruitment process, and (c) certain recruitment actions (e.g., the timeliness of a job offer) may influence whether a job offer is accepted.

While the quality of candidate is determined by the value of the recruitment process, the selection decision remains a difficult one. Dale (1995, p.159) argues that:

> Selection tools available to organizations can be characterized along a continuum that ranges from the more traditional methods of interviews, application forms and references, through to the more sophisticated techniques that encapsulate biographical data, aptitude tests, assessment centers, work samples, psychological testing, and so forth. Each method of selection has its advantages and disadvantages and comparing their rival claims involves comparing each method's merit and psychometric properties. The degree to which a selection technique is perceived as effective and perhaps sophisticated is determined by its reliability and validity.

If they are to find the most suitable employees for jobs and thus for the organization as a whole, recruiters need to be fully aware of the relevant job description and person specifications. A job description (or role and goal statement) accurately details the component duties and activities of a job and the conditions under which it is performed; while a person specification (or personal profile) establishes the specific personal qualities and competencies (e.g. qualifications, work experience, work behavior, attitudes and abilities) of the job holders. These allow the recruiter to device suitable methods of attracting an appropriate pool of applicants, in line with specific job requirements and avoiding possible discrimination on unrelated skills and/or qualities. Recruitment methods are chosen, effective programs should only attract suitable qualified applicants (Nankervis, 2005, p.220).

In selection, they should re-arrange some of the steps and focus more background investigation and tests. "As in most organizations, selection is a continuous process. Turnover inevitably occurs, leaving vacancies to be filled by current applicants from inside or outside the organization or by individuals whose qualifications have been previously assessed. It is common to have a waiting list of applicants who can be called when there are permanent or temporary positions vacant. The number of steps in the selection process and their sequence will vary, not only with the organization, but also with the type and level of jobs to be filled. Each step should be evaluated in terms of its contribution. These include the use of application forms, interviews, test medical examinations and background investigations. It is essential to obtain information that has proved to be sufficiently reliable, valid and verifiable. Selection is a negative process as its aim is to eliminate all but the successful applicants" (Nankervis, 2005, p.221).

To improve the recruitment and selection process, first we should study in depth each step in each process. As the research provided a full analysis, which has advantages and disadvantages, of recruitment and selection method as well as some of the understanding participant's attitudes towards competence and competence based recruitment and its insinuation. To support the positive research an example was given form the district Audit Commission in 1998, which concentrate in the current recruitment process and this helps to know where it does fails and its effects. All the research members agreed on the importance of recruitment and selection in finding the best "best fit for the post" (Audit Commission and Social Services Inspectorate of the Department of Health, 1998).

3.8 THE EXTERNAL RECRUITMENT PROCESS:

There are four stages in recruitment method:

- Defining requirements: Prepare job description and job specification to decide terms and conditions of employment, as mentioned above. That means it will give more information required to draft advertisement, post vacancies on the internet, brief agencies or recruitment consultants and assess candidates by means of interviews and selection tests.
- Planning recruitment campaigns: This will cover the number and types of staff needed to provide for growth and development. Also, the expected sources of candidates and plans for tapping alternative sources. Finally, understand the recruitment program method.

- Attracting candidates: It is important to attract candidates to your organization in order to develop an employee value proposition and employee brand. there are many steps in attracting candidates are:

  - ✓ Analyze recruitment strengths and weaknesses: Candidates are always selling themselves, but they are also buying what the organization has to offer. This might cover the national reputation, pay employee benefits, allowances and working

conditions, employee security, training courses, career path, academic qualification opportunities, the intrinsic prospects, and the location of the office.

- ✓ <u>Analyze the requirements:</u> There are three steps on this point. Firstly, define how many jobs need to be filled and by when and know the job description and job specification of each vacancy. Secondly, consider where will suitable candidates are likely to come from, the companies, job or education institution they are in, and the part of the country where they can be found. Besides that, know the job and the full salary package. Thirdly, concentrate on the recruitment strength and weakness as mentioned above.

- ✓ <u>Identifying sources of candidates</u>: That means to start giving the first chance to the internal candidates or even to persuade the former employee to return to the organization. If this doesn't work, then recruits can start using the main sources of candidates such as, advertising, online recruitment, recruitment process outsourcing, agencies and job centers, recruitment consultant's educational training and establishment. The 2008 CIPD survey of recruitment, retention and turnover found that 78% used recruitment agencies, 75% used their own corporate website, 75% used local newspaper advertisements and 62% used specialist journals (CIPD, 2008a).

- Processing candidates: This comes after advertisement, when the HR department get a fair number of C.V's or application forms and started to process application as mentioned below:

  - ✓ List the application form on a database that shows in details, name, date of receiving the application form, and action takes such as reject, on hold, interview, short-list and offer.
  - ✓ Inform the candidates by sending acknowledgment letter about the decision that has been made to interview or reject
  - ✓ When candidates completed the application form they might send it by post or by email to supplement a letter or C.V, so recruiters should make sure that to give all the candidates the same basis, although having letter might be more difficult and disorganized, even C.Vs could also be difficult to sift. However, to save time and

irritation ,recruiters should make a decision on the initial letter as well as CVs, where it is quite clear than an application meets or does not meet the specification, rather than ask for a form.

✓ Comparison should be made between the applications and the job specification criteria and to be sort into three categories: possible, marginal and unsuitable.

✓ Short list the possible into (4-8 candidates) maximum and prepare a short list for interview by recruiters, specialists, analysts and managers.

✓ Prepare the interview program that include the time of each interview should take. For example, if the job is a routine job, this will take 30 minutes, but if it a senior job it will take 60 minutes. There should be only 5 to 6 interview a day, so recruiters can focus and have the power to be fair with each candidate. Moreover, there should be 15 minutes between each interview, so recruits can have the chance to write up the notes and prepare for the next interview.

✓ Invite the candidates to interview, using a standard letter where large numbers are involved. Thus in this stage, candidates should be asked to fill up the application form if they haven't done so. If they did, then you will have the time to give information about the organization background, so you won't spend too much time mentioning this information at the interview.

✓ Finally, review the remaining possible and marginal in order to decide which of them can be on hold or reject. Then prepare letters for example holding letters for holders and rejection letters for the rest. The purpose of this is to thanks candidates for their interest in applying to the organization (Armstrong, 2010).

3.9 THE INTERNAL RECRUITMENT PROCESS:

As Newell (2005) discussed that many of the private sectors attempt to fill their vacancies internally first and second externally, which is outside the organization. While the public sectors use the opposite way. Moreover, Fuller and Huber (1998, p.621) classify four distinct internal recruitment activities:

- Promotion from within
- Lateral transfers
- Job rotation
- Rehiring former employees

There are many advantages of internal recruitment for the organization and they are:

- Very cost effective, for example vacancies can be adversities at no cost at all using staff notice boards, newsletters or intranet system
- Helps in the establishment of a strong internal labor market and giving people a reason to stay in the organization rather than moving on to develop their careers elsewhere
- Better knowledge on the part of new appointees about the way the organization operates and what to expect in the job.
- Save time, that means the time taken to fill a vacancy is usually quicker in the case of internal recruits, leading to further cost saving and great organization effectiveness.
- Finally, selection is based on greater knowledge of the individual's merits and prospects than it is with external recruitment

(Taylor, 2010).

While the disadvantages of external recruitment could be:

- Lack of originality and a decline in the breadth of an organization collective knowledge base
- It is very likely that the best person for the job is not currently working for the organization
- An employer that is genuinely seeking to excel by attracting and retaining the most talented open jobs obliged into only to recruit externally but to take some time and effort doing so
- Internal recruitment ends to perpetuate existing imbalances in the makeup of the workforce, therefore, if ethnic minorities are not currently well represented, promoting from within will do nothing to create greater diversity, particularly among the management team (Taylor, 2010, p.217).

```
┌─────────────────────────────────────────────────┐
│   Manager notifies human resources of vacancy   │
└─────────────────────────────────────────────────┘
                        ⇓
┌─────────────────────────────────────────────────┐
│              HR posts job opening               │
└─────────────────────────────────────────────────┘
                        ⇓
┌─────────────────────────────────────────────────┐
│     HR receives bids from interested applicants  │
└─────────────────────────────────────────────────┘
                        ⇓
┌─────────────────────────────────────────────────┐
│               HR screens candidates             │
└─────────────────────────────────────────────────┘
                        ⇓
┌─────────────────────────────────────────────────┐
│      List of candidates given by HR to managers  │
└─────────────────────────────────────────────────┘
                        ⇓
┌─────────────────────────────────────────────────┐
│           Manager interviews candidates          │
└─────────────────────────────────────────────────┘
                        ⇓
┌─────────────────────────────────────────────────┐
│              Manager fills position             │
└─────────────────────────────────────────────────┘
```
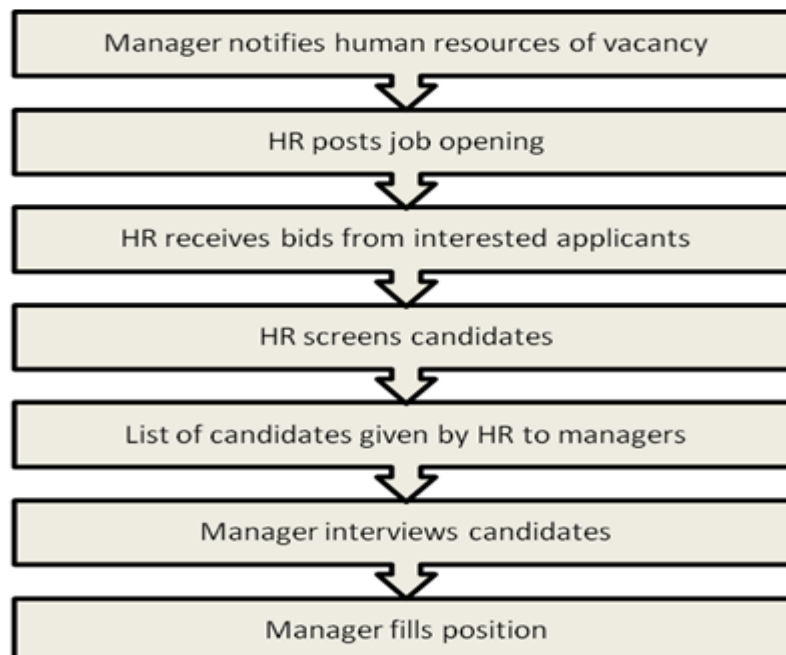
Figure1.3: Internal recruitment process

According to Heneman (2006) there are seven steps in internal recruitment process, as shown above. Consequently, the steps summarized as, when there is a job vacancy in any department, each manager of this department will inform the HR analyst in order to shortlist the candidate that they have in the company by following series of HR activities to decided at the end who will fill the position. The HR activities could be sending out a notice to intranet, specialized system or internal newspaper for job vacancy, it is required for the former supervisor to give one referral.

In the meantime, start to search qualified candidates from the data-base. Same HR activities, receives bids and screen candidates. After that, interviews will start with selection test and matrix in order to fill the vacancy after decisions. Among the recruitment sources, job posting is most common method (Marsden, 1994). It is the most suitable welcome technique. Other remarks on internal recruitment are source, time consuming and accuracy for scanning via large employee's data base and personal bias to the referral.

Subsequently, HR analyst will review all the application forms and resumes, in order to match the needed requirements in the job description and job specification. That means the HR analyst and line manager or supervises should have some level of understanding of the job vision, a certain degree of temple management skills, capable of deliver a sermon, know to lead, communicate and help subordinates. Thus, these knowledge, skills, and ability (KSAs) are act as measurement for choice eligible candidates. Then the selection process will start, which include interviews, selection tests, background investigation, medical check decisions and appointment (Taylor, 2010).

3.10 THE SELECTION PROCESS:

There are seven stages in the selection method:

- <u>Application forms</u>: as Pioro and Baum (2005) suggested on how to use the application forms more efficiently, which is understand what the criteria for selection are and how these will assessed by use of the application form, maintain questions clear, relevant and noon discriminatory, request for only the bare minimum of personal details and expand your pool of applications by offering diverse options and guidance for completing and viewing application forms.

- <u>Interviews</u> :

✓ Individual interviews: This is the most familiar one and it engages face to face discussion and close contact rapport between the interviewer and the candidate.

✓ Interviewing panels: This involves two or more people to interview the candidate. Those people could be the management and HR specialist and other HR employee's .This method help to share the information and reducing overlaps between evaluators.

✓ Selection boards or panels: This is more formal and it is usually used when there is a large group interested in selection decisions in large interview panels.

- <u>Selection tests (Assessment Centers)</u>: The main concept of a development assessment centre is embodied in Adams' quote, "A DAC should be seen as the starting spot – not the end point – of development" (Adams, 1995).

The assessment centre has played an important role with increasing popularity over the last few decades, as it has been used to assess thousands of people yearly in different public and private sectors (Lowry, 1997; Spychalski, Quiñones, Gaugler and Pohley, 1997; Thornton and Byham, 1982). Moreover Arthur, Day, McNelly and Edens, (in press) and Gaugler, Rosenthal, Thornton and Bentson, (1987) added that, the validity of assessment centers is certainly to some extent responsible for their popularity. Evidence supporting the criterion-related validity of assessment center ratings has been consistently documented. Sackett (1987) added that content-related methods of validation are used in assessment center development in order to meet professional and legal requirements.

In fact, participants are always pay attention to the feedback that is given to them after the assessment in order to improve and change their career into business positions. As 73% of the participants found that assessment centre is very one of the helpful tool that lead them to be effective managers, in one and a half to three and a half years. They stated that, the majority agree with their opinion even those who had not performed well at the assessment centre (Woehr and Arthur, 2003).

Gauglar et al. (1987) founded that a meta-analysis of 50 centre studies found an average corrected correlation of 0.37 between assessment centers results and a number of criteria of managerial performance, for instance job performance ratings and career advancement.

The most important thing for the assessment centre is having an excellent training program for the assessor. That's because the skills learned and practiced can immediately be used on the job and should improve the trained assessors' ability to interview and appraise subordinates. Participation as an assessor supports these skills. Moreover, the assessor training can include, interviewing, observing behavior in group and individual exercises and on handling the in-basket (Dakin, Nilakant and Ross, 1994). This literature suggests that rating purpose impacts rater cognitive processing such that raters process incoming information differently depending on whether they begin with an evaluative or observational goal (Feldman, 1981;Woehr and Feldman, 1993).

Furthermore, assessment centre can be used as a tool for team building and the development of skills in the future for training units in different organizations. As Scalpone (1981) illustrates assessment centre for a new vice-president of training and his staff as a means of understanding the function and competencies that might be needed in the new training unit.

In fact, assessment centre focus on many areas such as, observed behavior, detailed performance feedback to participants, and dimensions keyed to skills and abilities necessary for achievement in managerial jobs. As Schneider (1976) mentioned that HRM department should include assessment centre, because of it four numerous advantages:

- To allow assessor's characteristics to become manifest
- Because assessments are based on evaluations of behaviors

- Inter -rater reliability; and for the decision is made by people familiar with the organization in which the assessment will work.

In addition, Bormen (1982) stated three main reasons of why HRM using the assessment centre:

- The selection of people for a specific job or level
- The identification of people with long-range potential
- For organizational development
- The diagnosis of training and development needs

- Graphology: It is used as a selection aid and it is a method of drawing conclusions from a candidates' handwriting about his/her personality as a basis for making predictions about future performance in a role (Armstrong,2010).

- References: CIPD (2008a) found that 25% of employers had to withdraw their offers because applications had lied or misrepresented their applications. Therefore, other checks can be made such as:
  - ✓ Interview questions about actual experience
  - ✓ Detailed application forms with open ended questions about specific learning related to the skills, knowledge and competencies
  - ✓ Occupational health screening
  - ✓ Identify check
  - ✓ Electoral register check
  - ✓ Credit reference agency check
  - ✓ confirmation of previous employment with HM Revenue & Customs or through the department of Work and Pensions
  - ✓ Criminal Records Bureau check
  - ✓ Companies House check (for directors)
  - ✓ Fraud preventing check including Cifas staff fraud database check
                                                          (Armstrong, 2010, pp.534-535).

- Offers: confirming the offer comes after receiving the medical test report and good conduct certificate from the candidate. After that, the contract of employment or salary package should be prepared at this stage. There is different information that should be written in the contract of employment and this will be according to the job level, grade, position, academic qualification and experience (Armstrong, 2010).

- Follow up: it is the last point but the most important one, because by following up the new engaged employed and check if they are settled or if they have any problem, it will help to discover any mistake at an early stage (Armstrong, 2010).

CHAPTER FOUR
CASE STUDY
ORGANIZATIONS AND
INDUSTRY BACKGROUND

CHAPTER FOUR

CASE STUDY ORGANIZATIONS AND INDUSTRY BACKGROUND

4.1 Shell Company case study: The external and internal recruitment and selection process:

4.1.1 EXTERNAL RECRUITMENT STAGES:

- HR analyst receive the recruitment requisition from the department that need to fill a new vacancy

- HR analyst with the needed department and management team prepare the job specification and job description which they call it "opening resourcing system" on Shell Company. On this sheet there are different competencies, skills and position analysis. (See Appendix 2)

- Then, the HR analyst with the HR consultant does the position evaluation. (See Appendix 3)

- Sourcing is the next step, in which the HR analyst search through different resources, such as:
    - Source the applicant C.V from Shell database or check the application forms that is submitted through Shell website
    - The direct contact with the colleges and universities, recruitment agencies, career exhibitions and headhunting.
    - If they didn't' find the suitable C.V, then advertisement in newspapers is the final option to follow

- Then, the HR analyst will review all the C.Vs according to the requirements

- Later, the HR analyst will share the short listing with the management group and other high position employees who is related to the department that need the new vacancy
- Next, will shortlist several C.Vs to be interviewed
- After that, they start the selection process

4.1.2 EXTERNAL SELECTION STAGES:

- Get from the pool of qualified applicants who's matching the requirements of the needed vacancy and share them with the management team and the line manager of this vacancy to get the full agreement in order to start the interview process
- After that, the interview schedule is made by the HR analyst and then send them to the management for confirmation
- Later, the HR analyst send emails to the candidates who will be interviewed plus calling them to confirm the interview appointments
- The HR analyst prepare the structured interview questions before the panel interview day, while the management divided the competencies of the vacancy among them ,so everyone will be responsible to take one competency in order to ask the candidate about it in details
- The HR analyst and the management team are responsible to write everything thing that the candidate say during the interview accept who is asking or doing the interview during that time
- After finishing from the panel interviews, the HR analyst with the management group will inform candidates about the day of respond in which she /he will know whether Shell Company reject or accept him/her
- Then, the HR analyst with management team starts to discuss the matrix evaluation that they perform for each candidate. This means disturbing the grades for each question and get the total and usually who will get the highest mark will be hired for the new vacancy.
- After the matrix step completed, the HR analyst with the consultant prepare the salary package (hand shake with the job group and salary group)
- The HR analyst call selected candidates to inform them about the acceptance decision and show him/her the (job offer) salary package if he/she agree, Shell Company group continue with the selection process, if not they chose second high option from the matrix evaluation

- Then candidates sign the contract which included, the salary package and start to perform the medical test , pre-employment test and get the following documents:
  - o Academic qualification certificates
  - o Copy of the passport
  - o Personal pictures
  - o Birth certificate
  - o Family Book
  - o National ID card
  - o Experience certificate
  - o Salary certificate
  - o Any other academic qualification or training course certificate

- Then, the business administration department gives appointment to candidates. Therefore he/she will know the date of starting the job

- During this time, the business administration department is preparing new candidates office equipments and follows up with IT department regarding computers equipments and connections

4.1.3 INTERNAL RECRUITMENT STAGES:

- HR analyst receive the recruitment requisition

- HR analyst with the needed department management prepare the job specification and job description

- Then, the HR analyst with the HR consultant prepare the position evaluation

- Then, inform Shell employees, through a special system ,where the employees can find the job description and job specification that related to the new vacancy

- Shell employees receive a window in their computers, asking them if they accept or regret the new vacancy. If they regret nothing will happen, but if they accept it, the C.V of the selected employees will be sent immediately to the HR analyst

- Consequently, the HR analyst will review many C.Vs that are received from Shell employees whether the employees are from UAE or global Shell Company

- Later, the HR analyst will share the short listing with the management group and other high position employees who is related to the department that need the new vacancy

- There will shortlist several C.Vs to be interviewed

- Then, the selection process will start

Internal selection stages:

The selection stages are the same as the external selection stages.

<u>Special conditions in recruitment and selection at Shell Company:</u>

References: usually Shell Company they don't focus and check the references always only if they need to. For example, if during the interview they doubt about something that candidates say or some points which is written in the C.V, they go back and do background investigation about candidates. However, in general they don't concentrate at this point which is reference or quality check.

Testing: Shell Company does the selection tests for different three categories and they are:

- ✓ **Fresh graduate**: They have one day which they call it SRD (Shell recruitment day). In this day they call the entire selected fresh graduate to accomplish four main assessments tests which include, two case studies, group discussion with all the candidates and a designed game that is related to the job competences and needs. This fresh graduate program is from 9:00 am to 4:00 pm and at the end of this assessment ,the HR management start to interview only the selected candidate and after the matrix evaluation , they make a decision immediately whether this candidate should be hired or rejected
- ✓ **Seniors or managers**: There is assessment called head room assessment which the HR analyst and the management explain for candidates stuff that are related to the job such as, the current expected position ,the grade of the position, the future expected position, and hand shake with the job group and salary group. This is similar to the career path process. Frequently, HR analyst, send candidates for a psychometric test if the position need to. After the test the matrix step comes to decide the final decision
- ✓ **For low-grade position**: For example, secretary or receptionist, the HR team with the line managers design a simple test that related to the job competences and needs.

Special candidate cases:

In some cases, while the HR analyst and the management team short listing candidate's application forms or C.Vs, they find problems and confusion on understating what the candidate meant on some points on their resumes. Consequently in order to clarify and understand what is included in the candidate C.V, and match it with the position requirements, the HR analyst follows the points mentioned below:

- ✓ **GTKYS** (get to know your session): Where the HR analyst call the selected candidate and ask for a preliminary interview. Then, the HR analyst prepare questions that help him/her to understand more about the candidate skills, performance , experience and other points that need to be clarified before the main interview
- ✓ **Teleconference:** This is used for the internal recruitment and especially for those employees who are in global branches. Consequently, rather than paying for the tickets and visa, they use this way to save time and cost.
- ✓ **Telephone interview:** This method used when the HR analyst and the management team shortlisted a lot of C.Vs and they are short of time to interview all the candidates. Therefore, this way help to reduce the number of candidates that have been chosen for the new vacancy

4.2 SHELL COMPANY BACKGROUND:

Shell considered one of the global groups of energy and petrochemical companies. The company's aim is to meet the energy needs of society, in terms that are economically, socially and environmentally practical, at the present and in the future.

The following background information is an extract taken exactly from the company's website.

Purpose:
"The objectives of the Shell group are to engage efficiently, responsibly and profitably in oil, oil products, gas, chemicals and other selected businesses and to participate in the search for and development of other sources of energy to meet evolving customer needs and the world's growing demand for energy".

"We believe that oil and gas will be integral to the global energy needs for economic development for many decades to come. Our role is to ensure that we extract and deliver them profitably and in environmentally and socially responsible ways".

"We seek a high standard of performance, maintaining a strong long-term and growing position in the competitive environments in which we choose to operate". "We aim to work closely with our customers, our partners and policymakers to advance more efficient and sustainable use of energy and natural resources".

"As a global energy company we set high standards of performance and ethical behaviours. We are judged by how we act - our reputation is upheld by how we live up to our core values honesty, integrity and respect for people. The Shell General Business Principles, Code of Conduct and Code of Ethics help everyone at Shell acts in line with these values and comply with all relevant legislation and regulations".

The beginnings:

"In 1833, shopkeeper Marcus Samuel decided to expand his London business. He sold antiques, but now added oriental shells. He aimed to capitalize on a fashion for using them in interior design. His instinct was right - such was the demand that Samuel quickly began importing shells from the Far East, laying the foundations for his import/export business".

The early 20th century:

"During World War I Shell became the main fuel supplier of the British Expeditionary Force and profited from increased after-war motor car use. By the end of the 1920s Shell was the world's leading oil company and founded Shell Chemicals. The 1930s depression forced Shell to reduce its staff and World War II led to the destruction of a lot of its properties".

Post-war expansion:

"Shell's post-war years were marked by reconstruction and an ambitious expansion programme. Scientific advances and a growing number of cars in the US led to an exploding oil demand. Shell contributed to the invention of the jet engine and in 1950 formed a partnership with Ferrari. In the late 1950s the Group's structure was reorganized".

1960s to the 1980s:

"The 1960s strengthened Shell's presence in the Middle East. The Dutch Groningen gas field and North Sea gas were discovered and Shell Chemicals entered a golden period for research. The 1973 oil crisis brought cheap energy to an end and Shell adopted a policy of diversification. In 1976 Shell produced its General Business Principles".

1980s to the new millennium:

"In the 1980s, Shell grew through acquisition and started some of its challenging offshore exploration projects. During the 90s Shell founded its LNG business and at the beginning of the millennium it started moving into new growth areas in the East. In 2005, Royal Dutch and Shell Transport were unified under Royal Dutch Shell plc".

The history of the Shell logo:

"For more than 100 years the word 'Shell', our "Pecten" emblem and our distinctive red and yellow colors have identified the Shell brand and promoted our corporate reputation. These symbols have stood not only for the quality of our products and services, but also as very visible representations of our professionalism and values in all of our business activities, and to all of our stakeholders, around the world".

(http://www.shell.com/home/content/aboutshell/who_we_are)

(Shell, 2010).

4.3 The Media Office case study: The internal and external recruitment and selection process:

4.3.1 EXTERNAL RECRUITMENT STAGES:

- Identify and plan the recruitment requirements for all the office departments' directors and that by distributing "the HR request form" from the Finance and the administration department. (See Appendix 4)

- In this form, each department's director should recognize how many employees they need, their qualifications and grades in general, as this is an important aspect of the selection process. Moreover, directors should mention the reason of the needed vacancy and later they have to return the forms to the Finance and the Administration department.

- Then, the HR department has to collect and analysis all the departments' needs and meet the directors to discuss the needs and especially if they notice that there is no need to recruit that number of employees for the new vacancies that is mentioned in the forms. Therefore they re-plan for the new vacancies after this meeting by using the recruitment plan form. (See Appendix 5)

- After the point above, the HR department re- analysis the departments' needs

- Next, the HR department summarize all the requirements in one table to know the final total of vacancies and total of the departments requested for new employees in order to compare it with recruitment budget form and then send it to the president for the first approval

- After the approval from the president, the HR department sends the budget form to the Finance department to confirm the approval in terms of the budget

- If there is any adjustment or change in the budget form, the Finance department with the HR department have to re-meet with the departments in order to inform and adjust the HR request form

- After the adjustment and the confirmation from the Finance department, the HR department will start to review the full recruitment request of each department, grades needed for each vacancy, put the expected date of hiring employees and the position titles. This is done after one month maximum from receiving the HR request form. After that, the HR department gets the final approval from the president before starting the recruitment and selection process.

- Then the HR department will start sourcing, in which they will search through different resources such as:

    o Source the applicant C.V from the database
    o The direct contact with the colleges and universities, recruitment agencies, career exhibitions and headhunting.
    o Advertisement in newspapers
    o Students from the work placement
    o Recruitment website

- Then, the HR department get from the pool of qualified applicants and categorized them according to the "new vacancy applicant form".

- After that, the HR department start the selection process

4.3.2 EXTERNAL SELECTION STAGES:

- Then the recruiter in the HR department will start to short-list the applicants resumes, which are matching each department requirements

- First, they do the primarily interview with candidate according to the "Candidate primarily interview for the new vacancy form".

- If the new vacancy needs any special tests such as, personality tests or psychometric tests, the HR department organize the test and inform the related department about it

- Perform the final interview according to the "Candidate final interview for the new vacancy form". (See Appendix 6)

- Reference check, this could be by asking his/her previous mangers, company or the person that is mentioned of the C.V (available upon request section).

- After the interviews and testing, the HR department create a report which include candidate's comprehensive information plus the overall results from the interview and tests

in order to send it to the president for the approval and this according to the "Approval request for hiring a new candidate form". (See Appendix 7)

- After chosen the candidate and reviewing their comprehensive documents, the HR department prepare the offer letter according to "The work contract form"

- Then candidate sign the contract which include the salary package and start to do the medical test , pre-employment test and get the following documents:
  - o Latest Academic qualification certificates
  - o Copy of the passport
  - o Personal pictures
  - o Birth certificate
  - o Family Book
  - o National ID card
  - o Other academic qualification or training course certificate
  - o Experience certificate
  - o Salary certificate

- Perform the auditing and the investigation on the above documents

- Inform the specialized department to inform the new candidate about his/her acceptance and then, give an appointment /start date for the new joiner to start the job

4.3.3 INTERNAL RECRUITMENT STAGES:

- Directors of the department inform the recruitment and selection department about the required vacancy by filling a special form for it.

- The recruitment and selection department send emails to all the organization employees informing them about the new vacancy that need to be filled.

- The recruitment and selection department receive the C.Vs from the interested employees by email or even by walk in.

- The recruiter screens the employee C.Vs, according to the job description and the job specification if available and if not, then according to a basic form that includes the skills and qualifications that the candidate have to have, which the director department who is responsible of the required vacancy have to fill it.

- The recruiter informs the director of the required department about the selected C.Vs in order to get an idea for the next stage, which is the interview stage.

- Usually the recruiters who do the interview only, but if the job is for a managerial position then directors team will be involve in the panel interview

- When the recruiter and directors agreed on the selected employees, the selection process will start

Selection processes are similar in both internal and external process.

4.4 THE MEDIA OFFICE BACKGROUND:

Sheikh Mohammed Bin Rashed establishes Dubai Government Media Office posted on 11/01/2010 Vice President and Prime Minister of the UAE and Ruler of Dubai H. H. Sheikh Mohammed bin Rashid Al Maktoum has issued law no. 2 of 2010 establishing the Dubai Government Media Office.

The following background information is an extract taken exactly from the company's website:

" The creation of the new unit, which will be annexed to the Dubai Ruler's Court, comes within efforts to enhance channels of communications with the local, Arab and international media community and mobilize resources and potentials necessary for conveying an accurate image of events going on in Dubai and delivering Dubai message via clear, objective and affective style at bar with the highest international recognized professional standards and practices".

"The law stipulates that Dubai Press Club, Falcon and Associates, and Dubai Media Affairs Office (Dubai Brand) will also come under the umbrella of the Dubai Government Media Office".

"All these units will join forces to ensure the highest levels of inter-coordination with the aim of auditing information, standardizing media messages in order to find a dynamic official channel serving as a focal centre to supply local, regional and international media outlets with accurate news and information regarding the Ruler and Government of Dubai in a method that ensures delivery of facts without any ambiguity".

"At the same time, Sheikh Mohammed issued a decree appointing Ahmed Abdullah Al Sheikh, Media Escort to Sheikh Mohammed, as Director General of Dubai Government Media Office. Both the law and the decree are effective from the date of issuance and will be published in the official gazette".

"The mission of the new unit will include among others coordination with concerned government departments to provide media organs with news on activities of Sheikh Mohammed and Government of Dubai, organize press conferences of the Ruler and the Government, coordinate with representatives of local, Arab and international media to attend briefings and interviews the Ruler, Crown Prince of Dubai, and senior government officials will make with various media outlets and follow up their transmission as well as monitor their impact, feedback and reaction on the public opinion".

"The Office will monitor and analyze what is published by local, Arab and international media organizations about Dubai and latest public opinion trends dealing with events in Dubai. It will also monitor news and analyses on activities of the government and its officials and compile brief reports based on accurate scientific methods and raise them to the Ruler's Court. - Emirates News Agency, WAM".

(http://www.uaeinteract.com/docs/Mohammed_establishes_Dubai_Government_Media_Office/39121.htm).

 (Uaeinteract, 2008).

4.5 ISLAMIC AFFAIRS AND CHARITABLE ACTIVITIES DEPARTMENT
CASE STUDY: The external and internal recruitment and selection process:

4.5.1 EXTERNAL RECRUITMENT STAGES:

- Review the vision and strategic business plan of the company's department
- Review the HR strategy ,plans and policies
- Plan the HR requirements annually (June) for the whole organization depending on the departments' request forms (total of candidate, qualifications, position description, person specification, position evaluation). (See Appendix 8)
- Gather and analysis departments' needs and check it with the organization strategic plan
- Review all the requirements to know the total of vacancies ,employees and their levels
- Prepare and submit the Budget sheet
- Take the approval from the HR director, then the final approval from the General Manager.
- Start search via different sources such as: our database (C.Vs that are received by e-mail, fax...etc), advertisement in newspaper, and contact with educational sections, recruitment agencies and career exhibitions.
- Start the selection process

4.5.2 EXTERNAL SELECTION STAGES:
- Start short listing the C.Vs
- Interviewing the candidates. Both representative from the HR department and other departments are involved and should complete the interview evaluation forms. There are four different forms according to the IACAD grade categories. One of them is used a lot for employees who have 3 to 5 years experience. (See Appendix 9)
- After the interviews, they shortlisted the best candidates in order to attend the assessment centre for the testing purposes. Tests are: personality test, ability test and group discussion test based on competencies. Therefore, there is a professional basis they follow and there is stronger weighting – that means the candidate who get the highest overall score of the three tests plus the interview ,will be accepted

- After the interviews, both of the representatives should select the best candidate who match the career competencies, focusing on his/her abilities, knowledge and the general skills and here comes the selection decision

- After chosen the candidate and reviewing their comprehensive documents, the HR department prepare the offer letter according to " the work contract form"

- Then candidate sign the contract which include the salary package and start to do the medical test , pre-employment test and get the following documents:

  - Latest Academic qualification certificates
  - Copy of the passport
  - Personal pictures
  - Birth certificate
  - Family Book
  - National ID card
  - Other academic qualification or training course certificate
  - Experience certificate
  - Salary certificate
  - Candidate appointment

4.5.3 INTERNAL RECRUITMENT STAGES:

- Directors of the department inform the recruitment and selection department about the required vacancy

- The recruitment and selection department informs the employees about the new vacancy by sending emails to all the organization's employees

- The recruitment and selection department receive many C.Vs from the interested employees

- The recruitment and selection department start to shortlist the C.Vs depending on the job requirements, job description and job specification

- After the short listing, the recruitment and selection department send the selected C.Vs to the management team, who will be involved in the panel interview

- Panel interview is the next step, where recruitment and selection department with the management team interview all the selected candidates

- Then, from the selected candidates they choose the best of the best to start the selection test and process

Selection processes are similar in both internal and external process.

4.6 ISLAMIC AFFAIRS AND CHARITABLE ACTIVITIES DEPARTMENT BACKGROUND:

The company is officially known as the Islamic Affairs and Charitable Activities Department (IACAD). Their vision is to be the leading department in religious and charitable guidance at regional levels. The identified mission is to "Invite to the Way of your Lord with wisdom and fair preaching". The company's value are: creativity, transparency, perfection, dedication and sincerity.

The following background information is an extract taken exactly from the company's website.

Establishment:

"H.H Sheikh Rashid Bin Saeed Al Maktoum (May Allah have mercy upon him) has issued the decree of establishing the department on 20/11/1969. The department was established for registering, and calculating all endowed lands and projects, receiving their revenues and organizing their services".

"As the works of the department were relatively extended, H.H Sheikh Maktoum Bin Rashid Al Maktoum – Governor of Dubai has issued the decree No. (7) of establishing Awqaf and Islamic Affairs Department on 29/12/1994".

"As per Decree No. (6) For the year 2005, Islamic Waqf Administration was separated from the Department, and its name was changed to "Islamic Affairs Department".

"H.H. Sheikh Maktoum Bin Rashid Al Maktoum – Governor of Dubai has issued the decree No. (12) to change the name of the Department to "Islamic Affairs and Charitable Activities Department". This decree was issued in the light of the new responsibilities taken over by the Department, such as: management of charity societies and development projects, educational and research activities"

Our Specializations:

- Development of the mosques to perfectly achieve the sough goal.
- Establishment, furnishing, and maintenance of the mosques.
- Establishment of the mosques financed by individuals, and coordination with the competent authorities.
- Propagation of Islamic culture and strengthening of the religious knowledge through the preparing, publishing and translating of Islamic researches and studies, in addition to establishment of Holy Quran Memorizing Schools.
- Organizing of all religious ceremonies and seminars inside the Emirates of Dubai.
- Supervising the printing of the holy Quran, books, and religious cassettes.
- Supervising and verifying of imported Qurans, religious books and printed materials by coordination and cooperation with competent authorities.
- Supervising religious researches and studies inside the Emirates of Dubai.
- Verifying heritage manuscripts, and issuing of Hegira and Gregorian Calendars, in addition to Department's researches and magazines.
- Supervising and establishment of religious centers and institutions to prepare the qualified human resources in the field of religious guidance.
- Supervising all religious societies, centers, institutes, and foundations in the Emirates of Dubai, in addition to creating concerning bylaws, regulations and licenses.
- Giving opinion and Fatwas in the legal questions upon the request of the bodies and individuals.
- Organizing Hajj Affairs in cooperation with the competent parties.

Our Services:

"The most outstanding services that the department offers to the public are embodied mainly in supervising the establishment, furnishing, and maintenance of the mosques. It also ensures Imams, preachers, and Mo'azins in order to perform the rituals, as well as, providing the Muslims with deep understanding of the Islamic teachings. This will create a new understanding, rational generations, aware of their responsibilities towards their religion and homeland, in addition to create an intellectual dialogue with other religion. In addition to the abovementioned services, the department is working on offering a noble service to Muslims and Islam which is teaching the holy Quran. This took place by opening a specialized centers and the supervision of the department on two major projects of Sheikh Maktoum Bin Rashid". They projects are:

- The project of Sheikh Maktoum for printing the holy Quran.
- The project of Sheikh Maktoum for memorizing the holy Quran. (DICD Handout).

The Departments are: Human Resource Department, Development and Quality Department, Internal Audit Department, Financial Affairs Department, and Information Technology Department...etc. See Appendix 1 (Organization Chart). The numbers of employees are about 1400 employee. (www.dicd.ae)

(Islamic Affairs and Charitable Activities Department, 2011).

4.7 The recruitment and selection process in the global media, oil and government industries:

Each Going Global country has different recruitment and selection process, but when it comes to the specialized organization such as media, oil and government or public industries, there are similar steps that are followed in order to get the right candidate that suited the specialized position. Consequently, here is a general process of recruitment and selection that I have got through searching in different journals that are related to the recruitment and selection process in the global media, oil and public industries. In addition, as an HR Manager, I have added my experience and observation about how processes of recruitment and selection are in those specialized companies.

4.7.1 GLOBAL MEDIA INDUSTRIES:

So, here are general processes of recruitment and selection in the global oil and petroleum industries.

To start with the recruitment processes, most of the Media industries start with:

- Review vision and strategic business plan
- Review HR strategy
- Review HR plans and policies.
- Start recruitment processes
- Recruitment requisition
- Competency or position analysis
- Job description (focused in values, working conditions, climate and expectations)
- Person specification
- Position evaluation
- Budget check

- Sourcing (focused in written advertisements or brochures., radio and television ads, personal contact such as job fairs and employer referrals)
- Pool of qualified applicants
- Start the selection process

The selection processes are:

- Applications resumes or C.Vs

- Preliminary interviews (face to face interview, audio and text)

- Testing ,according to the job and position most are following the four steps ,which are explained clearly in Figure 1.4
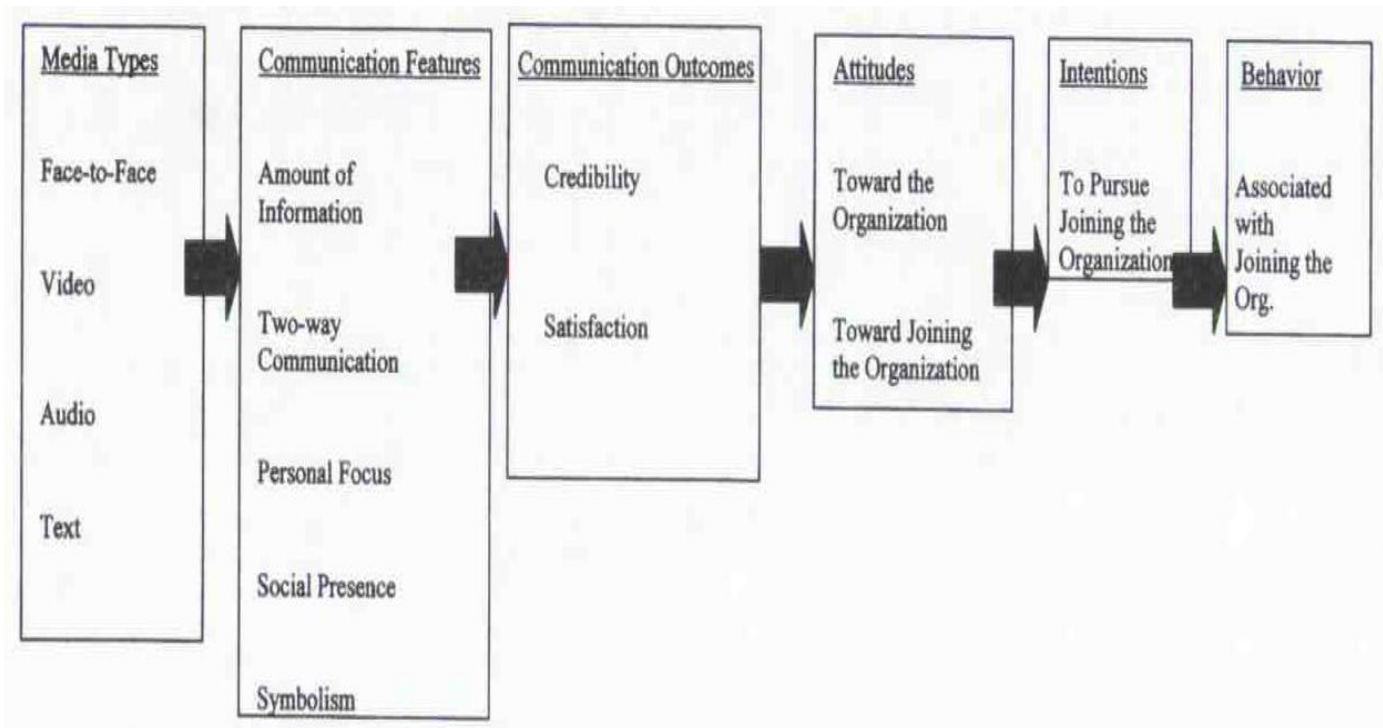
Figure1.4: Model of proposed relationships among Media, Features, Outcomes, and Recruiting decisions variables

- Background investigation (focused in employee)
- Selection interview
- Medical test

- Decisions
- Candidate appointment

(Kotler and Lane, 2006, p.620).

4.7.2 GLOBAL OIL INDUSTRY:

To start with the recruitment processes:

- Planning and setting goals (optimize workforce planning, develop recruiting and business metrics & diligently market the employer brand and become an employer of choice
- Making wise recruitment process technology decisions
- Ensuring Quality of Hire (Retention considerations, Ethics and Counter productivity Risks & Achievement of Strategic Imperatives)
- Recruitment requisition
- Competency or position analysis
- Job description
- Person specification
- Position evaluation
- Budget check
- Sourcing
- Pool of qualified applicants
- Start the selection process

To start with the selection process:
- Selection interview
- Assessment and evaluation (focused when evaluating candidate because they consider the following:
  - Are assessments the core competency of the provider?
  - Are the assessments documented to be valid and reliable selection instruments?
  - Have the assessments demonstrated meaningful ROI?
  - Can the assessments be mapped to existing core competencies?

72

- o Can the assessments be utilized within an existing applicant tracking system?
- o How does the assessment provider keep current with regulatory compliance requirements?
- o Is the assessment provider a member of a reputable industry association, and do they adhere to the association's standards and guidelines?

- Selection decisions
- Medical test and pre-employment certificate
- Decisions
- Candidate appointment

(Allen, 2004, pp.1-30).

4.7.3 GOVERBMENT OR PULBIC ORGANIZATIONS:

To start with the recruitment processes:

- Review vision and strategic business plan
- Review HR strategy
- Review HR plans and policies
- Identify the vacancy
- Assess role and job analysis
- Draft job description and person specification
- Send draft to Human Resources department about job description and job specification
- Job advertising

To start with the selection process:
- Shortlist candidates
- Interview letter sent out and references requested by HR department
- Send to the HR department
- Interviews held
- Selection test and interview record

- Selection decision

- Medial test and pre-employment test

- Candidate investigation

- Candidate appointment

<div align="right">(Meskanick, 2009, pp.1-5).</div>

CHAPTER FIVE

RESEARCH METHODOLOGY

5.1 INTRODUCTION:

In selecting organizations to be interviewed, an attempt was first made to involve companies that previously more specialized in recruitment and selection processes in the last years. Moreover, I was considering choosing organizations from different sectors, such as private sector, government sector, global sector & federal sector, in order to get comprehensive information about the recruitment and selection processes and the differences between those sectors. First, I have studied the actual cases of each company and then compare it with the best practice models of Michael's Armstrong, Hennman and other global industries which are specialized in the same field. Then, I did a summary table that shows the evaluation rate of each organization on each stage.

Research for this report included a literature review, secondary and primary research. Primary research was conducted by interviewing and meeting experienced employees and later creates the research case study for each organization. Secondary research was conducted by reviewing of current literature, collect data from World Wide Web and observation during my visit to the organizations.

5.2 CASE SAMPLE:

This study was carried out from September 2010, and was distributed the semi-structured interview questions over five private and government organizations in the UAE. (See Appendix 10) The three companies that I started with are Emirates national Oil Company (ENOC), which contact was made with them explaining the purpose of the research project and requesting their participation. Unfortunately, some of the participating employees at ENOC did not provide their response immediately, because they were on annual leave for a long period, which leads me to choose other organization, which is Dubai International Financial Centre (DIFC). Also, DIFC did not provide their response immediately, they took three weeks to respond and their reason for not responding to

the study were having no time as they are restructuring their organization chart and other reason was most of the information that I need is confidential. Finally, I have contact The Media Office, which provide their response and participation immediately and accept my request. So, this was all about the first organization history that I have chosen.

Second organization, is Shell Company (OIL), where the HR analyst did provide immediate response to my request and provide as much as she can from the information and forms I need. Although, some of the forms was private and confidential to see, but she just explained it to me in general, which I have learned a lot. In fact, it was a great experience, meeting with her. Consequently, in the second organization I didn't' not face any problem regarding communication and access.

Third organization is Islamic Affairs and Charitable Activities Department-(IACAD- Government), where the Head of Recruitment section response to my request and provide all the information and forms that I need in order to accomplish my study research. Subsequently, in the third organization, I did not face any problem regarding communication and access.

As a result, those three organizations (Shell, The Media Office and IACAD) agreed to be interviewed for my research project and I have chosen it for its high visibility in newspapers and especially in HR & recruitment sections. The result was a sample comprised of many reasonable and highly reputable firms whose operations occur across the UAE and internationally.

5.3 CASE ANALYSIS:

The interviews and meetings covered areas first on company history, structure and experience, which were explained by each, Director or Manager of the HR department in the three organizations. (See chapter four, organization background section)

In view of the research objectives to obtain as much qualitative data as possible about recruitment and selection processes research case study, job analysis, job description & job specification has been performed and studied in organizations. Moreover, some information fishing was activity followed in the interviews with each of the head of recruitment and selection department or HR analyst.

Nevertheless, I was unable to attend the selection interviews and narrative interviews for failure candidate. Moreover, I got some observation on how candidate can apply through the system and through the customer service but didn't have the full shadowing of the application form process. Also, I didn't get all the related documents of recruitment and selection forms because half of them were confidential, such as salary package, contracts, reference check and didn't see all the related systems. As a result, these were some of the obstacles that I faced during my research study.

5.4 SCOPE OF THE RESEARCH AND RESEARCH LIMITATIONS:

As explained previously on the sample case study, that I was planning to have many different organizations that specialized in different majors such as, ENOC specialized in oil and DIFC, specialized in financial affairs. However, I have replaced those companies by The Media office in order to accomplish my research project. Therefore, out of a sample of five organizations, three organizations in different fields were chosen to explain the purposes of my research project are:

- The Media Office which is specialized on media
- Shell Company which is specialized on oil
- Islamic Affairs and Charitable Activities Department (IACAD) which is specialized in Islamic affairs in UAE governments

CHAPTER SIX

DETAILED CASE STUDIES FOR EMPLOYEE RESOURCING

Comparing Shell Company, The Media Office and Islamic Affairs and Charitable Activities Department's recruitment and selection process with the best practice models of Michael Armstrong's and Hennmen recruitment and selection processes. So, below is the detailed case study analysis of Shell Company compared to the best practice model.

Table 1: Shell Company detailed case study analysis.

#	Shell	Best practice model	Comparison
		Job analysis	
1	Doesn't' have job analysis.	Observe job analysis as a form of considered research for collecting comprehensive and objective data about the job, role and task.	The first step in recruitment and selection processes in Shell Company is designing the job description and the job specification, which should be the second and third step. So, they need to design a job analysis at this point. In fact this organization only mentioned reasons of having a new vacancy, which considered a small part in the job analysis section.
		Job description	
2	"Opening resourcing system" is the job description and job specification attached together in one sheet.	Job description is the main production from the job analysis and job description comes first and second is the job specification.	Job description and job specification are there, but it comes all in one sheet which confuses the HR analyst and other management team between job description and job specification. Thus, it should be separated, although the job description has clear, accurate and right headings.
		Job specification	
3	There is a job specification, but it's combined with job description as mentioned above.	Job specification is the second piece of documentation that is derived from the job analysis process after the job description.	Although both job description and job specification are combined, but even though, the job specification has clear, accurate and right headings.
		Recruitment process	
		External recruitment	

1	The HR analyst receives and reviews the recruitment requisition for each department and the competencies and does the position evaluation with management team.	Review recruitment requisition and competency /position evaluation.	Both are the same in defining recruitment requirements and position evaluation procedures.
2	Sourcing is the next step, in which the HR analyst searches through different resources.	Planning recruitment campaigns, where to expect sources of candidates and plans for tapping alternative sources in order to understand how the recruitment program method will be.	Second step in Shell Company is similar to the best practice model, where both start the sourcing step in order to know how the recruitment program will be and if they need alternative sourcing.
3	Short listing C.Vs or application forms and start process applicants (pool of qualified applicants) that match the requirements of the job description and job specification.	Processing candidates, which get a fair number of C.Vs or application forms and start the short listing process depending on the job description and job specification criteria.	The same processes are followed in both the best practice model and Shell company, where both are short listing C.Vs or application forms according to the job description and the job specification criteria.
4	Then, start the selection process	After that, the selection process will start.	The same processes are followed in both, the best practice model and Shell Company, where the selection process begins at this step.
<center>**Internal Recruitment**</center>			
1	Managers or head of the department inform the HR analyst of the new vacancy that they need.	Manager notifies human resources of vacancy.	The same processes are followed in both, the best practice model and Shell Company, where both got notification about the new vacancy required.
2	Inform Shell employees about the new vacancy by posting it in the opening resourcing system, which is similar to the intranet.	HR post job opening	Second step in Shell Company is similar to the best practice model, where both inform the company employees about the new vacancy by posting it in the internal system such as, intranet or a special system like Shell Company.
3	After that, the HR analyst receives a lot of C.Vs from the interested employees.	HR receives bids from interested applicants.	Third step in Shell Company is similar to the best practice model, where both at this step; they started to receive many C.Vs of the employee who would like to fill the new vacancy.

4	The HR analyst with the management team starts to shortlist the C.Vs depending on the requirements, job description and job specification.	HR screens candidates.	Fourth step in Shell Company is similar to the best practice model, where both use the job description and the job specification as a guideline to shortlist the employees CVs with the HR team.
5	After the short listing step ,the HR analyst send the selected C.Vs to the management team ,who will be involved in the panel interview	List of candidates given by HR to managers.	Fifth step in Shell Company is similar to the best practice model, where both list the candidates C.Vs and give the HR team and the management team a copy of it in order to get an idea about the candidate before starting the panel interview.
6	Panel interview is the next step, where the HR analyst with the management team interviews all the selected candidates.	Managers interviews candidates.	Sixth step in Shell Company is similar to the best practice model, where the HR and management team start to interview the selected candidates.
7	Then, from the selected candidates they choose the best that fits the new vacancy and then start the selection test process.	Manager fills positions.	Seventh step in Shell Company is similar to the best practice model, where both chose from the selected candidate application form to fill the suitable position first and to be ready for the new stage of the selection process.
<td colspan="4" style="text-align:center">**Selection**</td>			
1	Take the application form from the database that is linked to Shell website (external recruitment). For the internal recruitment, HR analyst take the employees C.V's from the system that mentioned above. Then, the HR analyst will start with the management team to short-list the application resumes /C.Vs which are matching the requirements.	Application forms: know how to use them in order to understand what the criteria for selection is.	Shell Company has the application forms both for the internal recruitment and selection. For example, for the internal, it is in special software and for the external it is in the organization's website. This make it simple for the candidates to apply as well as easy for HR analyst to use the forms in order to understand the selection requirements, which will assist the HR and management team to shortlist from the selected C.Vs or application forms. Subsequently, this step is similar to the best practice model.
2	Panel interview.	Interviews	There are many kinds of interviews but Shell Company is following only one kind which is the panel interview

			(4 minimum and 6 maximum people in the interview), where the HR analyst and the management team are involve on it. (Management team is the people who are related to the department the needs the vacancy).
3	The HR analyst with the management team starts to discuss and perform a matrix sheet for each candidate. This means disturbing the grades for each question and gets the final total and the candidate who will get the highest mark will be hired for the new vacancy.	Selection tests (assessment centre)	Shell Company doesn't have a specific selection test as mentioned previously; they only do assessment for fresh graduates and seniors or managers. Sometimes, the psychometric test is performed for specific jobs, if needed. This is mentioned in-depth in chapter four. Therefore in this point, they still need to improve more and focus on doing selection tests for the candidates.
4	The HR analyst with the consultant prepare the salary package (hand shake =salary package with the job group=position title, and salary group=position grade)	Reference.	On this step, Shell Company starts preparing the offer, instead of focusing in candidate reference according to the best practice model. Checking the candidate reference is significant step according to the research and literature review I performed. Consequently, Shell Company needs to develop and take action on it, before staring doing the salary package.
5	Then, it starts to complete the medical test, pre-employment test which considered part from the references.	Offers.	Thus, in this step the candidate supposes to see his/her salary package or contract instead of knowing their references, but still Shell Company is not very strict on investigating the candidate background. They just focus in two points' medical test and re-employments test. They need to work more in this point, as they faced many issues later, when they hired the employees and that because of the lack of professional candidate investigation background.

| 6 | The business administration department, which is reported to HR department, gives appointment to the candidate. Also, prepare the new candidate office and follows up with the IT department regarding computers equipments and connections. | Follow up: that includes follow up with candidate's equipment and give him/her an appointment /start date to start working in the company. | Giving appointment and follow up with the candidate is there in Shell Company recruitment and selection processes and in a professional way. Thus, the candidate gets all the needed equipments and documents that the job required. |

Therefore, below is the detailed case study analysis of The Media Office compared to the best practice model.

Table 2: The Media Office detailed case study analysis.

#	The Media Office	Best practice model	Comparison
	Job analysis		
1	Doesn't' have job analysis.	Observe job analysis as a form of considered research for collecting comprehensive and objective data about the job, role and task.	The first step in recruitment and selection processes in The Media Office is identifying the recruitment requirement. So, they need to design a job analysis first in this point.
	Job description		
2	There is job description, but not for all the jobs.	Job description is the main production from the job analysis and job description comes first and second is the job specification.	As The Media Office doesn't have job description for all the positions, therefore they sometimes use the job description, if it is available. So, they need to make sure that they have all the job descriptions of all the jobs or positions they have in their organization and even for the new vacancies. They need to improve in this point.
	Job specification		
3	There is job specification, but not for all the jobs.	Job specification is the second piece of documentation that is derived from the job analysis process after the job description.	Job specification case is the same as the job description case mentioned above, which means if the job specification available then the HR group will use it. So, they need to improve in this point.
	Recruitment process		
	External recruitment		
1	Identify the recruitment requirements for all the office departments' directors.	Review recruitment requisition and competency /position evaluation.	Both are similar, where the best practice model and The Media Office are defining recruitment requirements and perform the position evaluation.

2	Gather, plan and analysis departments' needs and review all the requirements to know the total of vacancies, employees and their levels. Moreover, prepare and submit the budget sheet and take the approval from the Finance department, then the final approval from the President.	Planning recruitment campaigns, where to expect sources of candidates and plans for tapping alternative sources in order to understand how the recruitment program method will be.	Second step in The Media Office is similar to the best practice model, where in this step the planning recruitment campaigns begin, this includes understanding the comprehensive requirements of the requested job in order to get the right source of candidate.
3	Then, the HR department will start sourcing, in which they will search through different resources.	Processing candidates, which get a fair number of C.Vs or application forms and start the short listing process depending on the job description and job specification criteria.	The same processes are followed in both best practice model and The Media Office, where they start sourcing from different resources as mentioned previously in chapter four.
4	Then, start the selection process.	After that, the selection process will start.	The same processes are followed in both the best practice model and The Media Office, which is starting the selection process.
	Internal Recruitment		
1	Directors of the department inform the recruitment and selection department about the required vacancy.	Manager notifies human resources of vacancy.	Both are following the same process, which is informing the employees about the new vacancy by email.
2	HR (Recruitment and Selection department) send emails to all the employees informing them about the new vacancy.	HR post job opening.	Both are following the same processes, which is posting the new vacancy through intranet as well as sending emails to the employees in the organization.
3	The recruitment and selection department receive the C.Vs from the interested employees by email or even walk in.	HR receives bids from interested applicants.	Both models are getting application forms and C.Vs from the interested employees through different methods.(emails and walk in)
4	The recruiter screens the employee C.Vs, according to the job description and the job specification if available and if not,	HR screens candidates.	The same processes are followed in both, the best practice model and The Media Office.

	then according to the director who is responsible of the required vacancy.		
5	The recruiter informs the director of the required department about the selected C.Vs in order to get an idea for the next stage, which is interview stage.	List of candidates given by HR to managers.	Both models are following the same step, which is listing the selected candidates and inform the related management about it in order to be ready for the next step, which is the interview step.
6	Usually the recruiters who do the interview only, but if the job is for a managerial position, then the management team will be involve in the panel interview.	Managers interviews candidates.	There are different kinds of interview and The Media Office is following different kinds of interview, and this is according to the job or the position required. For example if it is a junior job ,then the recruiter will be involve only , but if it for a managerial position then the manager will take place on the panel interview.
7	When the recruiter and directors agreed on the selected employees, then the selection process will start.	Manager fills positions.	As mentioned previously that the management team will be involved at this step if it is a managerial position.
Selection			
1	Then the recruiter in the recruitment and selection department will start to short-list the applicant's resumes, which are matching each department requirements.	Application forms: know how to use them in order to understand what the criteria for selection is.	The Media Office has the application forms both for internal and external candidate for the recruitment and selection processes.
2	Primarily interview, Face to face interview, and panel interview.	Interviews.	There are many kinds of interviews but The Media office is following the interviews type that suits the positions. For example, if it is for junior position then it will be face to face interview, but if it for a managerial position, then a panel interview will be implemented.
3	If the new vacancy needs any special tests	Selection tests (assessment centre)	The Media Office is implementing the selection tests;

	such as, personality tests or psychometric test, the recruitment and selection department organize the test and inform the related department about it After the interviews and testing, they create a report, which include candidate's comprehensive information plus, the overall results from the interview and tests.		mostly for the external recruitment but if needed they perform it for the internal recruitment. Beside the selection tests, they ask for power point presentation that is related to the position and job needs as well.
4	Reference check, which is the step that The Media Office focuses in it a lot and take time on this stage, in order to make sure in doing a comprehensive investigation which show that the candidate have a good background and a good conduct.	Reference.	The same step are followed in both, The Media Office and the best practice model, where they are very strict and take time in the reference stage, in order to make sure that the candidate has a good background and conduct.
5	The HR department prepares the offer letter according to "the work contract form" that they use for displaying the offers to the candidates.	Offers.	The same step is followed in both, The Media Office and the best practice model, where they start preparing the offer letter and the contract according to the job grade and recruitment system.
6	Inform the department about the employee acceptance and then give an appointment /start date for the candidate to start the job.	Follow up: that includes follow up with candidate's equipment and give him/her an appointment /start date to start working in the company.	So, giving appointment and follow up with the candidate is there in The Media Office recruitment and selection process and in a professional technique.

Hence, below is the detailed case study analysis of Islamic Affairs and Charitable Activities Department compared to the best practice model.

Table 3: Islamic Affairs and Charitable Activities Department detailed case study analysis

	IACAD	Best practice model	Comparison
	Job analysis		
1	Doesn't' have job analysis.	Observe job analysis as a form of considered research for collecting comprehensive and objective data about the job, role and task.	Job description is the first step that IACAD start with in recruitment process rather than job analysis which they actually, don't have it yet. So, they need to improve this step and design a job analysis in order to identify the objective of the required vacancy.
	Job description		
2	They do have the job description.	Job description is the main production from the job analysis and job description comes first and second is the job specification.	Job description is clear, simple to read and easy to understand all job requirements and duties.
	Job specification		
3	They do have the job specification.	Job specification is the second piece of documentation that is derived from the job analysis process after the job description.	Job specification is clear and easy to understand the requirements and the specification of the job.
	Recruitment process		
	External recruitment		
1	Plan the HR requirements annually (June) for the whole company depending on the departments' request forms (total of candidate, job description, position evaluation).	Review recruitment requisition and competency /position evaluation.	Both models are the same in defining recruitment requirements such as, position evaluation and competencies.

2	Gather and analysis departments' needs and check it with the organization strategic plan and review all the requirements to know the total of vacancies, employees and their levels in order to plan and understand how the recruitment program will be implemented. After that, prepare and submit the budget sheet.	Planning recruitment campaigns, where to expect sources of candidates and plans for tapping alternative sources in order to understand how the recruitment program method will be.	In the second step, IACAD has more to do with the budget sheet and get approvals from the general managers and the HR director; about the vacancies they need, before starting in - depth with the sourcing step. In this step, they start sourcing through different resources as mentioned in chapter four, in order to get the C.Vs that match the vacancies requirements.
3	Start search via different sources depending on the job description and job specification in order to match the job requirements.	Processing candidates, which get a fair number of C.V's or application forms and start the short listing process depending on the job description and job specification criteria.	The same process are followed in both ,the best practice model and the IACAD, where they start short listing from different sources such as, special database (C.V's that are received by e-mail or fax) advertisement in newspapers, universities, recruitment agencies and career exhibitions. Moreover, they use the job description and the job specification at this stage as a guideline.
4	Then, start the selection process	After that, the selection process will start.	The same processes are followed in both, the best practice model and the IACAD, which is starting the selection process.
Internal Recruitment			
1	Directors of the department inform the recruitment and selection department about the required vacancy.	Manager notifies human resources of vacancy.	The same processes are followed in both, the best practice model and the IACAD, where the recruitment and selection department prepare the job description and job specification that match the new vacancy requirements.
2	The recruitment and selection department informs the employees about the new vacancy by sending emails to all the organization's employees.	HR post job opening.	Second step is similar to the best practice model and the IACAD, where all the employees of the organization are informed regarding the new vacancy by emails through the recruitment and selection department.

3	The recruitment and selection department receive many C.Vs from the interested employees.	HR receives bids from interested applicants.	Third step in IACAD is similar to the best practice model, where both receive C.Vs from employees, who would like to apply for the required job.
4	The recruitment and selection department start to shortlist the C.V's depending on the job requirements, job description and job specification.	HR screens candidates.	Fourth step is similar to the best practice model, which is short listing the C.Vs depending on the job description and job specification of the required job.
5	After the short listing, the recruitment and selection department send the selected C.Vs to the management team, who will be involved in the panel interview.	List of candidates given by HR to managers.	Fifth step in the IACAD is similar to the best practice model, where both start to select the candidates C.Vs that match the job needs and inform the management team that will participate in the panel interview.
6	Panel interview is the next step, where recruitment and selection department with the management team interview all the selected candidates.	Managers interviews candidates	Sixth step in the IACAD is similar to the best practice model, where both prepare for the next step which is the panel interview, which both the management team and the HR team are involved.
7	Then, from the selected candidates they choose the best that suits the vacancy and then start the selection test process.	Manager fills positions.	Seventh step in IACAD is similar to the best practice model, where both select the candidate that suits the positions requirement in order to start with the selection process.
		Selection	
1	Start to short-list the C.Vs.	Application forms: know how to use them in order to understand what the criteria for selection is.	The same processes are followed in both the best practice model and the IACAD, where both start the short listing C.Vs.
2	Interviewing the candidates. (Panel interview and face to face interview)	Interviews.	There are many kinds of interviews, which is panel interview and face to face interview but the IACAD is following both, according to the position grade (managerial or junior position) and requirements, which sometimes need to have panel interview (management team and recruiter) or face to face interview (recruiter only).

3	The selected candidates attend the assessment centre for the testing purposes.	Selection tests (assessment centre)	IACAD has specific selection test for three categories, beginner, intermediate and advanced levels. They are very strict on completing and implementing all the sections on the psychometric test as they also have a big assessment centre in their organization.
4	The recruitment and selection department asks for the pre-employment certificate and does the investigation background. Then the HR asks for the medical test.	Reference.	The same processes are followed in both the best practice model and the IACAD, where they are very strict on investigating the candidate's background by different methods such as, security section, police station and many other confidential sources.
5	Job offer.	Offers.	The same processes are followed in both the best practice model and the IACAD, where they call the candidate to show him/her the job offer and explain about each article on the contract, if the agreement is there, then they go to the next step.
6	Candidate appointment.	Follow up: that includes follow up with the candidate's equipment and give him/her an appointment /start date to start working in the company.	So, giving appointment and follow up with the candidate is there in IACAD recruitment and selection processes and in a professional technique.

CHAPTER SEVEN

CASE DISCUSSION

CHAPTER SEVEN

CASE DISCUSSION

7.1 INTRODUCTION:

From the collected response and data that I gathered from different UAE specialized organizations (Media, Government and Oil), I had explained each organization issue in order to build up the research case study and compare it with the best practice models of Michael's Armstrong and Heneman.   In fact, to make sure of the differences and issues that I got from each organization, I have also gathered data from the same specialized organization globally in order to identify the differences in the internal and external recruitment and selection processes.

As a result, I found that the main issue is the lack of professional internal and external recruitment and selection processes. It needs improvement in many areas such as, the job analysis, job description, job specification, in the internal and external recruitment process such as, HR post job opening system, recruitment budget and organization strategic plan and in the selection process such as, selection tests, reference check and offers.   These main problems will be discussed more for each organization in chapter eight, which is the recommendation chapter.

Therefore, in this chapter, the cross case analysis has been discussed for the three organizations. Moreover, a comparison of the three organizations with the best practice model as well as the global organizations has been added in the case discussion section. Then, a summary table for the each organization has been added in order to know the high rate of each in the recruitment and selection processes.

Therefore, below is, the cross case analysis for the three organizations compared with the best practice model as well as the global organizations that has been added in the case discussion section.

Table 4: Cross case analysis and discussion

#	Shell	Media	IACAD	Best practice model	Discussion
			Job analysis		
1	Doesn't' have job analysis.	Doesn't' have job analysis.	Doesn't' have job analysis.	Observe job analysis as a form of considered research for collecting comprehensive and objective data about the job, role and task.	Most of the research organizations do not have the job analysis, which considered the foundation of having a successful recruitment and selection processes. That's because it provides a systematic methodology that helps to understand in-depth the duties of the job that should be accomplished by the job holder.
			Job description		
2	"Opening resourcing system" is the job description and job specification attached together in one document.	There is job description, but not for all the jobs.	They do have the job description for all the jobs.	Job description is the main production from the job analysis and job description comes first and second is the job specification.	Most of the research organizations have the job description which considered the first important step after analyzing the job. That's because It clarifies work functions and reporting relationships and assisting employee to better understand their work, wage and salary administration, and managing employee performance is enhanced when responsibilities are outlined in a job description.
			Job specification		

3	There is a job specification, but it's combined with the job description.	There is job specification, but not for all the jobs.	They do have the job specification.	Job specification is the second piece of documentation that is derived from the job analysis process after the job description.	Most of the global and research companies have the job specification, but some of them they combined it with the job description and some they do not have it for all the jobs. In fact, job specification is the second important step after the job description because it helps the recruitment and selection department to start their process by finding out what the job requires and gives a description of the person they should look at. It focuses in skills, experience, qualification, education and personal attributes of the person.
Internal recruitment					
1	Managers or head of the department inform the HR analyst of the new vacancy that they need	Directors of the department inform the recruitment and selection department about the required vacancy.	Directors of the department inform the recruitment and selection department about the required vacancy.	Manager notifies human resources of vacancy.	Most of the global and research organizations inform the HR department about the vacancy that they need for their section and this could be by sending their request by email or a specialized software that some of the professional organizations used. Then, they review all the recruitment requisition for the whole organization with the management team in order to put the recruitment plan.
2	HR analyst informs Shell employees about the new vacancy by posting it in the opening resourcing system, which is similar to the intranet.	The recruitment and selection department inform the Media employees about the required vacancy by sending messages to the intranet system of the company.	The recruitment and selection department informs the employees about the new vacancy by sending emails to all the organization's employees.	HR post job opening.	Then, they review all the recruitment requisition for the whole organization with the management team in order to put the recruitment plan that suits the strategic plan of the organization. Then, prepare the budge sheet for the vacancies needed and submit it to the finance department and get the approval from the specialized people. But Shell Company start immediately with the sourcing step, because they don't' have a strategic plan for the recruitment, they just hired once they need to.

3	After that, the HR analyst receives a lot of C.V's from the interested employees.	The recruitment and selection department receive the C.Vs from the interested employees by email or even by walk in.	The recruitment and selection department receive many C.Vs from the interested employees.	HR receives bids from interested applicants.	Next step is receiving the C.Vs or application forms form the interested employees in the organization and this could be by different methods such as, email ,walk in or send it through a special system as what Shell Company have the " opening resourcing system".
4	The HR analyst with the management team starts to shortlist the C.Vs depending on the requirements , job description and job specification.	The recruiter screens the employee C.Vs, according to the job description and the job specification if available and if not, then according to the director who is responsible of the required vacancy.	The recruitment and selection department start to shortlist the C.Vs depending on the job requirements, job description and job specification.	HR screens candidates.	Short listing C.Vs or application forms is the next step which most of the research and global organizations follow depending on the job description, job analysis and job specification and match it with the vacancy requirements.
5	After the short listing, the HR analyst sends the selected C.Vs to the management team, who will be involved in the panel interview.	The recruiter informs the director of the required department about the selected C.Vs in order to get an idea for the next stage, which is interview stage.	After the short listing, the recruitment and selection department send the selected C.Vs to the management team, who will be involved in the panel interview.	List of candidates given by HR to managers.	They select the C.Vs or candidate application forms that match the vacancy requirements after the short listing step, where they send them to the employees or the management team who will be involved in the interview stage.
6	Panel interview is the next step, where the HR analyst with the	Usually the recruiters who do the interview only, but if the job is for	Panel interview is the next step, where recruitment and selection	Managers interviews candidates.	Most of the research organizations and global organizations follow the panel interview type, in which the recruiter from the recruitment and selection department with the management team or only the

	management team interviews all the selected candidates.	a managerial position, then the director will be involved in the panel interview.	department with the management team interview all the selected candidates.		supervisor of the requested department attends. Although there are many different types of interviews such as, individual interview (face to face interview), panel interview, selection boards or panels.
7	Then, from the selected candidates they choose the best that match the position requirements in order to start the selection test and process.	When the recruiter and directors agreed on the selected employees, the selection process will start.	Then, from the selected candidates they choose the best that match the position requirements in order to start the selection test and process.	Manager fills positions.	Most of the research and global organizations select from the shortlisted C.Vs or application form that best match the position or vacancy need, and this usually perform with the managers or supervisor who request for this vacancy.
			External recruitment		
1	The HR analyst receives and reviews the recruitment requisition for each department and the competencies and does the position evaluation with management team	Identify the recruitment requirements for all the office departments' directors.	Plan the HR requirements annually (June) for the whole company depending on the departments' request forms (total of candidate, job description, position evaluation).	Review recruitment requisition and competency /position evaluation.	External recruitment is the most and general hiring processes that are used in the world. Most of the global and research organization have the same first step, which is informing the HR department about the new vacancy that is needed in the department. This could be by filling a special form or send a message through the intranet, so it is more formal than the internal recruitment depending on the research case study and literature review.

| 2 | Sourcing is the next step, in which the HR analyst searches through different resources. | Gather, plan and analysis departments' needs and review all the requirements to know the total of vacancies, employees and their levels. Moreover, prepare and submit the budget sheet and take the approval from the Finance department, then the final approval from the President. | Gather and analysis departments' needs and check it with the organization strategic plan and review all the requirements to know total of vacancies, employees and their levels in order to plan and understand how the recruitment program will be. After that, prepare and submit the budget sheet. | Planning recruitment campaigns, where to expect sources of candidates and plans for tapping alternative sources in order to understand how the recruitment program method will be. | Most of the research and global organizations have a deadline in collecting recruitment requisition, which is linked with the strategic plan of the organization and the budget plan such as The Media Office and IACAD. Whereas, Shell Company doesn't have a deadline for the recruitment requisition, they just hire once they need to, it is not linked with their strategic plan or even have a special budget for it.

So, before starting the sourcing step, HR employees make sure with the management team about the number of vacancies that the organization need, in order to know how the recruitment program will be and the instructions that they need to follow in order to get the right sourcing. |
| 3 | Short listing C.Vs or application forms and start process applicants (pool of qualified applicants) that match the requirements of the job description and job specification. | Then the HR department will start sourcing, in which they will search through different resources. | Start search via different sources depending on the job description and job specification in order to match the job requirements. | Processing candidates, which get a fair number of C.Vs or application forms and start the short listing process depending on the job description and job specification criteria. | Most of the research and global organizations start short listing C.Vs or application forms according to the system they have. For example some of the organization receives a hard copy of application forms with the C.Vs, and some receive it through their database that is linked to the organization website such as, Shell Company.

Most of the organizations start searching in their organization system or customer service where they receive candidate C.Vs and second step is searching through different resources such as, recruitment agency(such as Tanmia in the UAE), universities and colleges, exhibition(such as Dubai Career Fair in the UAE) and headhunting. |

4	Selection process	Selection process	Selection process	After that, the selection process should start.	When the organization reached this step, they have already got a number of C.Vs which leads them to start the selection process.

<table>
<tr><td colspan="6" style="background:yellow;text-align:center">Selection</td></tr>
</table>

| 1 | Take the application form from the database that is linked to Shell website (external recruitment). Then, the HR analyst will start with the management team to short-list the application resumes /C.Vs which are matching the requirements | Then the recruiter in the recruitment and selection department will start to short-list the applicant's resumes, which are matching each department requirements. | Start to short-list the C.Vs depending on the job description, job specification, job analysis that match the new vacancy. | Application forms: know how to use them in order to understand what the criteria for selection is. | Most of the global organization used the application form, which is usually found in the organization website and with the application form the candidates also can attach their C.Vs.

 Most of the UAE organizations offer for the candidate online application forms, which make it simple for the candidate to apply even from their houses.

 Most of the organization uses this method in order to make it easy for the recruiters and HR analyst to read the application forms and understand how to match it with the vacancy requirement based on the job description, job analysis and job specification of the vacancy. As this application forms are designed and achieved by the HR recruitment and selection department. |
| 2 | Panel interview. | Primarily interview, individual (Face to face interview, and panel interview. | Interviewing the candidates. (Panel interview and face to face interview) | Interviews. | Most of the global and research organizations following the panel interview, where the management team is there with the HR people and the candidate that will be interviewed. This is the general process that I identified. whereas ,some of the organizations are following the individual interviews which is face to face interview when the position is for a low-grade level not managerial level, which usually they use the panel interview.

 Moreover, most of the global and large organizations start with the primarily interview first then goes |

					to the panel interview such as Shell Company, because this helps them to know exactly what the candidate skills and experience and to make sure of some points that are not clear in the candidate C.Vs. So, this primarily interview give the HR people a clear picture and idea about the candidate profile.
3	The HR analyst with the management team starts to discuss and perform a matrix sheet for each candidate. This means distributing the grades for each question and gets the final total and the candidate who will get the highest mark will be hired for the new vacancy.	If the new vacancy needs any special tests such as, personality tests or psychometric test, the recruitment and selection department organize the test and inform the related department about it After the interviews and testing, they create a report, which include candidate's comprehensive information plus, the overall results from the interview and tests.	The selected candidates attend the assessment centre for the testing purposes.	Selection tests (assessment centre).	Most UAE and global organizations are using the assessment selection tests which are psychometric test. From my research in literature review, I found that most of the organizations do not hire any candidate before completing the psychometric tests.

So, IACAD is one of the UAE organizations that focus in assessing the candidates according to his/her level and position. In fact, it has specific selection test for three categories, beginner, intermediate and advanced levels. They are very strict on completing and implementing all the sections on the psychometric test as they also have a big assessment centre in their organization its self. The Media Office is also another organization that concentrates in sending the employee to be assessed in the psychometric test centre.

Whereas, Shell Company is assessing the candidate if he/she will be hired for a high managerial position only, but not for all the positions, so they don't really focuses on the assessment centre tests, they have other general test that they do for the fresh graduate candidates only. |

| 4 | The HR analyst with the consultant prepare the salary package (hand shake=salary package with the job group=position title, and salary group=position grade) | Reference check, which is the step that Media Office focus in a lot and take time on this stage, in order to make sure in doing a comprehensive investigation which show that the candidate have a good background and a good conduct. | The recruitment and selection department asks for the pre-employment certificate and does the investigation background. Then the HR asks for the medical test. | Reference | Most of the global organization start with the reference check and then they give the candidate the salary package, whereas in the UAE organizations it is different from public to private sector ,where some start with the reference check and then the salary package offer or contract or vice versa.

For example, from my research on UAE specialized organizations, I found that most of the organizations start with the salary package or contract and then they start the reference check or investigation such as, Shell Company, but not in IACAD and The Media Office.

In general, reference check means in the UAE is the medical test and pre-employment test only, but some of the organizations such as IACAD is doing more than that, they have private contacts with security sides, which is confidential and private, that get an accurate information about the candidate that they need to hire.

In fact, I found that most of the best practice models are focusing in the reference first and second is giving the offer. |
| 5 | | The HR department prepares the offer letter according to "the work contract form" that they use for displaying the offers to the candidates. | | Offers | So as mentioned above that most UAE organizations start with the offer, before focusing on the candidates' reference and investigate more about his/her background. Also, they let the candidate to sign the offer and then start to get the pre-employment test and medical test.

From the research case study in UAE organizations, I found that Shell Company is one of the organizations that focuses in |

					offering the salary package or contact first and then focusing in the candidate reference in a very basic way, whereas IACAD and The Media Office are the opposite.
6	The business administration department, which is reported to HR department, gives appointment to the candidate. Also, prepare the new candidate office and follows up with IT department regarding computers equipments and connections.	Inform the department about the employee acceptance and then give an appointment /start date for the candidate to start the job	Candidate appointment	Follow up: that includes follow up with candidate's equipment and give him/her an appointment /start date to start working in the company.	Follow up is different from one organization to another in the UAE. For example, some of the organizations give the full responsibility and follow up of the candidate appointment to the HR department but others have a special department called business centre, which is following up with the candidate's appointment and requirements, such as, Shell Company. Most of the global and research organizations are giving the full responsibility to the HR department and especially to the recruitment and select ion section, which perform the follow up with the candidate requirements until the orientation period as well, such as The Media office and IACAD.

7.2 SUMMARY TABLES:

In this section, I have evaluated each company (Shell Company, The Media Office and IACAD) in terms of job analysis, job description, job specification, internal and external recruitment and selection.

Evaluating each organization's recruitment and selection processes against measures.

Scale 1-5: **(1=poor, 2=satisfactory, 3=good, 4=very good, 5=excellent**).

Table 5: Shell Company's recruitment and selection summary table.

Shell Company		
Job analysis	**2**	It doesn't have a comprehensive job analysis, but it does list and have the reasons of the new vacancy, which considered a small section from the job analysis process.
Job description	**4**	It does have an excellent job description which includes comprehensive information about the job, but it is combined with the job specification which makes a bit of confusion while reading it.
Job specification	**4**	It does have an excellent job specification which includes comprehensive information about the job qualification, but it is combined with the job description which makes a bit of confusion while reading it. Consequently, both of the job description and the job specification need to be separated in order to make it more clear for the reader to understand.

Internal Recruitment	**5**	All the processes in the internal recruitment are implemented in a professional technique and it used special software and applications forms system in order to accomplish the internal recruitment procedures.
External Recruitment	**5**	All the process in the external recruitment is implemented in a professional technique and it used a special software and applications forms system in order to accomplish the internal recruitment procedures.
Selection	**3**	All the process in the selection are implemented in a professional technique accept three steps, are: **Selection tests**: Shell Company doesn't have a specific selection test as mentioned previously; they only perform assessment for fresh graduates and seniors or managers. Sometimes, the psychometric test is performed for specific jobs, if needed. So in this point, they still need to improve more and focus on implementing selection tests for the candidates. **References:** Shell Company starts preparing the offer letter, instead of focusing in candidate reference according to the best practice models steps. Checking the candidate reference is very significant step according to the research and literature review that I accomplished. In fact, Shell Company needs to develop and take action on the reference point, before staring doing the salary package step.

		Offers: So, in this step the candidate supposes to see his/her salary package or contract instead of getting the documents that are related to their references, but still Shell Company is not very strict on investigating the candidate background. They just focus in two points' medical test and re-employments test. They need to work more in this point, as they mentioned that they faced many issues later, when the candidate get hired and that because of the lack of professional candidate background investigation.

Table 6: The Media Office Recruitment and selection summary table

The Media Office		
Job analysis	**1**	It doesn't have a job analysis, it start immediately with the job description and the job specification if it is available ,if not then it will just discuss the job requirements with the candidate in the interview according to the manger request, who the candidate will be reporting to him/her.
Job description	**3**	It doesn't have job description for all the position, so they sometimes use the job description, to discuss it in the interview with the candidate, if it is available. So, they need to make sure that they have all the job descriptions of all the jobs or positions they have in their organization and even for the new vacancies. They need to improve in this point.
Job specification	**3**	Job specification case is the same as the job description case mentioned above, which means if the job specification available then the HR group will use it for the interview needs. So, they need to improve in this point.

Internal Recruitment	4	In general, it doesn't use the internal recruitment processes very much, but it still have a very good technique on recruiting internally, but still not involving all the management team in the interview, because it is an internal recruitment. As they believe that the employees already well known and he/she is just needed to be interviewed by the direct manager or supervisor that he /she will be transferred to his/her department.
External Recruitment	4	All the processes in the external recruitment are implemented in a good technique, but they still need to add special system or software that would make their process more simple and easy to implement and follow as well as accomplishing the internal process in a professional method.
Selection	4	All the process in the selection are implemented in a professional technique accept one step, which can be improved more : **The Interview stage**: it does have many interviews, like four interviews separately which might lead to take a lot of the candidate effort and time. So, it is better to have a panel interview, which can involve all the people who usually do the four interviews in order to save time and effort.

Table 7: IACAD recruitment and selection summary table.

Islamic Affairs and Charitable Activities Department		
Job analysis	**1**	It doesn't have the job analysis, it start immediately with the job description and the job specification and discuss it with the candidate in the interview.
Job description	**3**	It does have the job description, which is clear and easy to read and understand all the job requirements and duties, but still need some improvement on explaining the core competencies that the job require.
Job specification	**3**	It does have the job specification, but it is not clear and difficult to understand the requirements and the specification of the job or the position required. This is because some position grades can get different academic qualifications levels, which make some confusion in the recruitment stage.
Internal Recruitment	**4**	In general, it doesn't use the internal recruitment very much, but it still have a good method on recruiting internally, but still not involving all the management team in the interview, because it is an internal recruitment. As they believe that the employees already well known and he/she is just needed to be interviewed by the direct manager or supervisor only that he /she will be transferred to his/her department. In

		addition, they don't have professional software that they can use in posting the new vacancy.
External Recruitment	**4**	All the process in the external recruitment is implemented in a good way, but they still need to add special system or software that would make their process straightforward to implement and follow as well as accomplish the internal process in a professional way.

In addition, they take long time while planning the recruitment campaign, because they go through long budget approval processes, which they need to minimize in order to save time and effort. |
| **Selection** | **5** | All the processes in the selection stage are implemented in a professional technique and it used a special systems and application forms in order to accomplish different types of selection test for different categories such as beginner, intermediate and advanced level and with the different tests for each category as well. This is all accomplishing in the organization assessment centre, which includes a comprehensive package of different tests. |

CHAPTER EIGHT

RECOMMENDATIONS FOR FUTURE RESEARCH AND CONCLUSION

CHAPTER EIGHT

SUGGESTIONS FOR FUTURE RESEARCH AND HR PRACTICE, RECOMMENDATIONS AND CONCLUSION

8.1 INTRODUCTION:

On the basis of this case study research conducted in three organizations (Oil, Media and Government), some significant areas of divergence from best practice models were identified. In this chapter various recommendations are made that are intended to improve processes and minimize the difficulties of recruitment and selection that typically are faced nowadays by UAE organizations.

Through this research study, I identified that the main problem is the lack of professionalism in some steps of the internal and external recruitment and selection processes which need to be improved. This improvements cover, for example, job analysis, job description, job specification and in the recruitment process are, HR post job opening system, recruitment budget and organization strategic plan and in selection processes are selection tests, reference checks and offers.

Therefore, in this section, the main problem of each step in the internal and external recruitment and selection processes in each case study organization are mentioned in-depth with recommendations made for each organization (Oil, Media and Government).

8.2 JOB ANALYSIS (JA):

As I mentioned in chapter four and chapter six, that the three organizations are facing a problem in the internal and external recruitment and selection processes which is due primarily to the lack of professional job analysis. For example, Shell Company is missing job analysis; they just have a small

section that indicates the reasons of having the new vacancy in their job description document, which should be considered to be one of the areas for job analysis. Then, they start with the job description which is the main and first step they use when hiring a candidate for a new vacancy.

Further, IACAD and the Media Office omit the job analysis step. They do not have job analysis for their jobs, which leads to face problems during the recruitment and selection processes such as, turnover and high recruitment cost.

Pearn and Kandola (1993) described job analysis as a form of considered research, and define it basically as a systematic process for collecting comprehensive and objective information about a job, task or role that will be achieve or is currently being achieved.

Having a job analysis is very important in any organization and especially in the recruitment and selection processes. That's because it is the foundation to understand the comprehensive duties and the skills of any job. By having job analysis, HR people can easily build the job description and the job specification which is necessary for the job holder and considered the main production from the job analysis process.

Job analysis can offer an objective foundation for job requirements such as: hiring, evaluating, training, accommodating, supervising persons, improving the efficiency of an organization. Moreover, it is a clear procedures that will determined the purpose and the reason of the job, important functions, the job duties which are critical or fundamental to the performance of the job, job setting - the work station and conditions where the essential functions are performed, and job qualifications-the minimal skills an individual must possess to perform the essential functions (Chow and Kleiner, 2002).

As a result, here are the steps and the methods that the company should follow in order to develop the JA, which will organize their procedures and solve a lot of issues. For example, to collect the JA data, HR specialist and the supervisor should be involved on that. They should collect one or more of the following information:

- Work activities: this could include cleaning, washing, teaching, selling and other. Also, it could include why, how and when this activity should performed
- Human behavior: include communicating, deciding, and writing, walking, jumping and lifting.
- Machines, tools, equipment and work aids: this includes tools used, materials, counseling, knowledge processed.
- Performance standards: could be in terms of quantity or quality.
- Job context: includes social context, working condition, schedule and organizational context.

How to use the JA data:

Once the job analysis is performed, the HR and management will be able to:

- Develop objective job-related interview questions
- Write current and accurate position descriptions. Position descriptions should be updated on a regular basis and a job analysis performed if any factors outlined above have to be altered
- Perform objective performance appraisals
- Determine if accommodations can assist a person with a disability to perform the job
- Conduct personnel functions in a non-discriminatory manner
- As soon as the job analysis is completed, supervisors are ready to write a job description

Steps of doing JA:

The main steps in the process of job analysis can be set out as follows:

- Identify and isolate the component tasks in a job
- Examine how tasks are performed
- Identify the main areas of responsibility
- Note the prevailing working conditions in respect of the physical, social and financial aspects of the job
- Identify the personal demands which a job makes on an individual incumbent
- **Methods of collecting JA information:**

In fact, JA information covers some points on the Job description and others on person specification. There are many different ways to start the JA, which are explained in chapter three in–depth are: interview, observation, questionnaires, critical incidents and diaries.

Things that should be considered before commencing the JA:

Before staring the JA operation, the analyst should take into consideration many points such as, location, he/she should think where the entire important job functions should carried out. The second consideration is the organization, which refers to how the work will be organized, efficiency and safety and what are the requirements of it or what are the materials needed for the work? Third is the movement required, any movement needed for the employee in order to accomplish their job functions. Finally, the conditions, which are physical conditions or social conditions, both should be considered.

8.3 JOB DESCRIPTION:

I found that most of the UAE organizations do possess job descriptions, but some are very basic and need improvements in some areas such as, competencies. For example, Shell Company is having a very excellent job description with clear explanation about the competencies, duties that the job needs. While, IACAD has a very general and basic job description, which need to have more details and a clearer idea about the competencies that that job need to make it understandable to the job holder how to accomplish the job.

Whereas, The Media Office have job descriptions, these are mainly for the old jobs and only some of them for the newer jobs. They still need to build up the job description for the whole organization as well as adding some improvements in their job description as they are only very basic and general.

Having a job description is essential for the job holder, because it gives a comprehensive information about the job title, grade/rate of pay, main location, supervisor name/post, details of any subordinates,

summary of the main purpose of the job, list of principal job duties together with very brief descriptions, reference to other documents that may clarify and expand on the items.

In fact, a job description is a functional management tool. It can greatly simplify the organization's HRM. It clarifies work functions and reporting relationships and assists employees to better understand their work. Moreover, wage and salary administration are simplified when they are based on clear job descriptions. Managing employee performance is enhanced when responsibilities are outlined in a job description (Taylor, 2010).

A job description details the job requirements and not the person who will do it. Every post should have a job description, whether permanent or temporary. In the case of a temporary post, this need not be elaborate. A simple list of key tasks may be all that is needed. For permanent positions a job description should be organized under six headings:

- Job title: This is could be specific or general according to the job and could be repeated among employee, but the content of the job might be different. It should also reflect the level of seniority and expertise, follow any house style and should significant outside the company.
- Responsible to: The job title (not the name) of the person to whom the job holder reports.
- Responsible for. The number, and titles, of any team members the job holder supervises or is responsible for
- Main purpose: It is like summarized some points of the overall job objectives
- Specific responsibilities: The duties that are listed which considered the major tasks of the job
- Additional information: Any extra details can be listed under this section

8.4 PERSON SPECIFICATION:

Most UAE organizations do not know how to differentiate between a job description and person specification; usually they have both in one document as Shell Company does. In fact, there is a big difference between the job description and the person specification. It is important to have the person specification because it helps the recruitment and selection department to start their process by finding out what the job requires and giving a description of the person they should look for. This indicates the person's experiences, academic qualifications and other attributes required of the person

to do the job.   This information makes it easier to shortlist and identifies the person needed.   In addition, it assists with clarifying how much the organization should pay this person and adopt a disciplined approach.

Consequently, IACAD and The Media Office is missing the person specification on their recruitment and selection processes, whereas Shell Company is having it combined with the job description, but they don't really realize that it should be two documents or at least to understand that the person specification is distinct from the job description.

As Armstrong (2010, p.519) defined the person specification as the knowledge, skills and abilities (KSAs) that required carrying out the role and the education, training qualification and experience needed to acquire the necessary KSAs. A person specification can include the following headings:

- Knowledge
- Skills and abilities
- Behavioral competencies
- Qualification and experience
- Experience
- Specific demands
- Special requirements

Using the person specification as your working document, and starting from the top, work through and analyze under the five headings below, the essential and desirable characteristics you search from person in order to do the job.   The five person specification headings include: physical makeup, attainments, special aptitudes, disposition and circumstances.

8.5 INTERNAL AND EXTERNAL RECRUITMENT AND SELECTION PROCESS:

From the research that I did in UAE and global organizations, I identified that internal and external recruitment have similar processes, but some steps are more focused in the external recruitment and selection process. While in this research case study, I noticed that UAE organizations need to improve some of its process in recruitment and selection steps.

8.6 SHELL COMPANY:

For example Shell Company should improve their candidate's selection test and references check in their selection process. The selection test utilized in Shell Company is very basic, and they only focus on the fresh graduates tests. So, not all the candidates are being tested in Shell Company, even the psychometric tests are only used for some of the managerial positions and this is only, if needed.

Second thing is that Shell Company has to improve; the references check. As our meeting with the HR analyst, she mentioned that the reference check is performed when the candidate sign the contract and get the salary package document and the reference is the pre-employment certificate only, which the candidate get from the police station. She mentioned that they still need to concentrate more in this point as they discover many weaknesses about the candidate, and that because of the reference check, but the candidate already signed the contract and start the work. So, this result on employee turnover and high recruitment cost and for the recruiters will be waste of time.

In fact, there are three improvements to the process of reference gathering that researchers have found increase the quality of the information gathered. The first is to contact former employers and named referees by telephone. Doing so is less anonymous and thus increases the chances of a candid and balanced assessment. Provided that the questions asked over the phone are precise and job related, this employer to avoid giving references. According to IRS (1999b, p.15) 17 per cent of employers take up references by telephone, but this approach is very much used as a last resort and frequently leads to a further request for confirmation of key points in writing (IRS 2003e, p.37).

The second widely mooted improvement is to design structured assessment forms that relate specifically to the skills and experiences necessary to perform well in the job under consideration (Dobson, 1989). As with structured interviewing, this requires much more preparation than the placing of a pre-printed form in an envelope. It requires separate forms to be constructed for different jobs, with questions related to the criteria agreed in the job description and person specification. IRS (1999b, p.15) reports that as many as 60 per cent of employers use structured forms as a means of gaining references.

The third means by which references can be made more useful is to request more than just one or two. Asking a candidate for permission to approach half a dozen referees increase the chances of receiving meaningful information. It also makes it harder for the candidate to name only people who are likely to give security series are asked to name several referees, including employers whom they left many years previously. Cook (2004) gives a positive review to the practice of including peers as well as former supervisors in the list of people to who references are sent.

During the late 1980s and early 1990s, organizations have seen an increase in the use of testing for occupational selection, and more especially, the use of psychometric tests for learning and development purposes. This test refers to the process of measuring people's strengths, weaknesses and gain an accurate bearing of the candidate/employees cognitive abilities and personality/ behavioral styles.

Shell Company should go more deeply in assessing the candidates; they should add the assessment centre to their selection process because focusing in the selection tests will help to:

● Identify individuals with potential to advance to higher level management positions
● Identify training and development needs at all levels of management
● Select external candidates for various specialist, supervisory or management positions
● Select or identify individuals with specialist skills
● Select or identify individuals to learn specialist skills
● Stimulate self insight and provide guidance for self-development
● Provide job-related development for business students

- Screen first level supervisory candidates across companies
- Provide candidates with insight into the function of various positions or management levels (to create understanding and perhaps attitude change)
- Analyze managerial strengths and weaknesses of individuals making up a management team.

<div align="right">(Dakin, Nilakant and Ross, 1994, p.9)</div>

Other procedures in the internal and external recruitment and selection processes are implemented in a professional way in Shell Company. For example, in the external recruitment the processes of reviewing recruitment requisition and competency/position evaluation, planning recruitment campaigns, processing candidates are performed at a professional level. Moreover, the internal recruitment process is also in a practiced level and this starts when managers notify Human Resources of a vacancy, HR post job opening, HR receives bids from interested applicants, HR screens candidates, list of candidates given by HR to managers, and then, managers interview the candidates.

In addition, the selection processes are at an excellent level except for the two points mentioned above. Therefore the rest of the process such as, application forms, interviews, offers and follow-up that includes follow-up with candidate's equipment and give him/her an appointment start date to start working in the organization.

8.7 THE MEDIA OFFICE:

In general, The Media Office has very good internal and external recruitment and selection processes, but still have to improve some steps in their internal recruitment and selection procedures. They have to involve all of their management team in the interview step, even if it is internal recruitment, because the management decision is very important and participation in the selection process gives them the opportunity to get an idea about the candidates. Whereas, for the external recruitment and

selection, it still need to add a special system for the HR post job opening and a system for the manager when they notifies human resources of vacancy.

In fact, adopting a specialized and professional system will help to make their process easier to implement and follow as well as accomplish not only the external recruitment and selection, but also the internal processes. Other things that need to be improved is the application forms, that's because the candidate need to come to the organization in order to fill it, which is now considered a very traditional method. It is better to have online application forms available on the organization website.

The internet is increasingly becoming a tool used to recruit job applicants. However, the features of this approach are still emerging and some sectors are just beginning to use the internet in recruitment and selection. Although the internet is becoming increasingly popular in organizations' recruitment and selection activities, it not without its problems. The Media Office should create a career section on their corporate website and be able to accept electronic applications. This will help to make their work more efficient in the selection process, so they can have use online pre-screening tools to separate qualified from unqualified candidates.

This system is used, for example, in the Riverside County Human Resources Department in California (public sector), where they implemented on-line job applications and HR web page contains job listing, benefit information and application information. So current county employees and external job seekers can submit resumes online an see video clips of employees talking about what is like to live and work in the county (Gomez-Meji, Balkin and Cardy, 2003).

Another solution which can be applied is the biodata form. A recent variation on the traditional application form is the biodata form. This is essentially a more detailed version of the application form in which applicants respond to a series of questions about their background, experience and preferences. Responses to the e-questions are then scored. For instance, candidates might be asked

how willing they are to travel on the job, what leisure activities they prefer and how much experience they have had with computers. As with any selection tool the biodata most relevant to the job should be identified through job analysis before the application form is created. Biodata have been found to have moderate validity in predicting job performance.

All of the processes in the organization's selection are implemented in a professional way in The Media Office except for one step, which can be further improved. This is the interview stage in external selection, which uses many interviews, like four interviews separately conducted, which might lead to take a lot of the candidate effort and time. So, it may be better to have a panel interview to save time and effort.

A panel interview is where two or more people are gathered together to interview one or more candidates separately. The most typical situation is that, an HR specialist and line manager interviews the candidate at the same time. This has the advantage of enabling information to be shared and reduces overlaps in questioning. The interviewers can discuss their joint impression of the candidates' behavior at the interview and modify or enlarge on any superficial judgments.

Other process in the internal and external recruitment and selection process are implemented in a very effective way in The Media Office such as: reviewing recruitment requisition and competency/position evaluation, planning recruitment campaigns, HR screens and processing candidates, offers and follow up.

8.8 ISLAMIC AFFAIRS AND CHARITABLE ACTIVITIES DEPARTMENT:

IACAD has very good internal and external recruitment and selection processes, but still has to improve some steps in its internal and external recruitment processes. Some of these are similar to

problems identified in The Media Office, such as HR post job opening, budget process and when managers notify Human Resources of the vacancy.

For example, for the post job opening, IACAD need to add a special system that can make their recruitment and selection process progress more easily. They may want to follow the same solution that is proposed above for The Media Office. Notably, create a career section on their corporate website and receive electronic applications. This also will help to make their work simpler during the selection process, where they can have another trend of using on-line pre-screening tools to distinguish qualified from unqualified candidates.

The recruitment budget and process is another issue, where it takes a long time to hire people. This is caused by IACAD having long procedures to follow which are linked with the Dubai Government budget. So, approvals from management and HR department go through a long process, which needs to be reduced in order to save time, expenditure and effort.

Other processes in the organization's internal and external recruitment and selection are implemented in a very good way. For example, in the internal and external recruitment the process of reviewing recruitment requisition and competency/position evaluation, planning recruitment campaigns, processing candidate's interviews are all conducted with professionalism and high caliber techniques. Their selection processes are executed at a very excellent level. Their selection processes are very similar to the best practice models and especially the psychometric tests which IACAD implements according to the candidates' levels and position. They also have it for different categories, which is very professional and up-to-date.

To formulate this into a testable proposition, we need to take into account all the possible best practice models of recruitment and selection discussed in this dissertation:

Proposition 1: Define the terms of "recruitment, selection and people resourcing" in order to identify the importance of recruitment and selection processes and distinguish the differences between recruitment and selection processes to identify the function and the contribution it makes to the achievements of organization goals and to avoid future issues such as, employee turnover and high recruitment cost.

As Taylor (1998) mentioned employee resourcing plays an important role in the generalist personnel and development work, because it involves effective hiring and firing, attracting the best applicants and reducing staff turnover and improving employee performance as well as covering the range of methods and processes used by employers in resourcing their companies in order to meet their key goals. While Farnham and Pimlott (1995) discussed that a successful recruitment and selection will result on reducing labour turnover and good employee self-esteem. Whereas recruiting unsuccessfully is costly, as poor recruits may perform badly or leave their employment, therefore requiring further recruitment.

Proposition 2: If UAE organizations design and implement the job analysis operation, which considered the main tool of improves and develops the learning process in any organization, in their recruitment and selection processes, the job description and the job specification will build easily as it considered the main production from the job analysis operation.

Job analysis focuses on what job holders are expected to perform and in the fields of recruitment and selection, job analysis is important because it provides the information on which to base two documents: job description and person specification (Armstrong, 2010). As Taylor (2010) defined that job description and person specification are the main production that are derived from the job analysis operation, because it considered one of the key decisions and procedure across recruitment and selection processes. Firstly, as a tool in recruitment, as IRS (2003b, p.43) found that over 75% of employers include copies of job descriptions in application packs and that 82% use them when drawing up job advertisements. Secondly, as a tool in selection, consequently there will be a clear decisions about whom to employee from many and different candidates with reference to job description (Taylor, 2010).

8.9 RECOMMENDATIONS FOR MANAGERS ENGAGING IN SELECTION AND RECRUITMENT ACTIVITIES IN THE UAE:

It is important that managers are aware of ways to manage conflict in organizations in a positive manner. Moreover, managers' support and participation is likely to help to improve the recruitment and selection processes. First, they should study in-depth each step of each process of recruitment and selection. The research reported in this dissertation has provided a full analysis, which includes the advantages and disadvantages of the recruitment and selection methods used in three UAE organizations, as well as some of the understanding participant's attitudes towards competence and competence-based recruitment.

Hence, below are some recommendations that HR managers can follow in order to develop and improve the internal and external recruitment and selection in UAE organizations:

1. Take into consideration the focusing in the mission, strategic objectives and plans of Human resources department and link and support it with the recruitment and selection processes. That's because the key point to be made is that recruitment strategies flow ultimately from the organization's mission statement and strategic objectives. Recruitment strategies and processes must be compatible with higher level strategies. As a case in point, where the strategic direction is one of rightsizing it will make little sense for HR professionals to follow an external recruitment strategy except where there exists a watertight business case.

2. Such studies are very important to highlight the importance of recruitment and selection processes in UAE organizations and the Arab world in general.

3. Competition and comparison between best practice models of recruitment and selection processes and global countries is also necessary for UAE organizations development purpose

4. Training courses and orientation sessions for the management team and HR employees in general and especially the recruitment and selection department (HR analyst, recruiters and HR consultants) is essential in order to get the comprehensive knowledge and be professional in the recruitment and selection field.

5. Attending worldwide conferences is very important, because it will add new ideas that will help to change and improve to a professional level.

6. Adding specialized software technology to the recruitment and selection processes is significant, thus there should be a strong co-operation between HR department and IT department, such as, implementing online application forms for candidates and manager while requesting for new vacancy as well as uploading, a system that can filter the qualified and un qualified candidate for the needed vacancy such as (intranet and self service system).

7. Adding HRIS, which is a computer based information system for managing the administration of recruitment and selection process and other HR procedures. This will assist to improve the quality of information available, reduce administrative burden on the HR department ,improve speed at which information available ,improve flexibility of information to support business planning, productivity ,service to employees, reduce operations costs, aid human capital reporting and finally manage people's working time more effectively.

8. Implementing new project that related to the recruitment and selection development in the HR departments, which will enhance and motivate HR employees to learn and get knowledge while practicing and implementing the new HR projects.

9. Attending international forums in order to get the updated ideas and technology implemented nowadays and be in the competition level.

10. Create HR committee which includes all HR managers from different organizations (private and government sectors) in order to exchange ideas, suggestions and discuss new HR issues.

11. Managers should support and use the HR consultants in their organization, by involving them in all HR issues as well as motivating them to participate in HR excellence awards.

12. Managers can build knowledge management, which is creating acquiring, capturing, sharing and using knowledge to enhance learning and performance. This can be monthly in each of the UAE organizations.

13. Engagement, where the development and implementation of policies designed to increase the level of employee's engagement with their work and the organizations.

14. Reward, where defining what the organization want to do in the longer term to develop and implement reward policies, practices and processes that will further the achievement of its business goals and meet the needs of its stakeholders.

15. Learning and development, where providing an environment in which employees are encouraged to learn and develop.

16. Adding and exchanging ideas, suggestions and discussing new HR issues with HR managers and employees every now and then with international guests speakers will help to develop the recruitment and selection processes in the UAE organizations.

17. Managers should make sure that each section in the HR department has its own policies and procedures, which should be documented and approved. This will help the HR employee to be commitment and follow and implement the needed HR recruitment and selection rules.

18. Managers also can add the KPI (keep performance indicators) in order to have a professional indicator for the recruitment and selection process that will lead to get accurate results those HR employees can use in producing statistics that will show how far the HR operations and services are successful.

19. The most important point is that, managers have to keep their organizations updated now and in the longer term. Even after adding the new technology and latest improvements to the recruitment and selection processes. That's because UAE policies and procedures are changing every now and then, especially nowadays there are a big forces in the human resources management as it concerned with how organization manager their workforce.

8.10 CONCLUSION:

To conclude, I found that after this dissertation which reviews the current literature on recruitment and selection processes, discuss the best practice models of recruitment and selection, and engages in case study research and interviews with HR directors and supervisors in UAE organizations, that over last few years, UAE organizations faced some difficulty understanding how clear cut recruitment and selection procedures should be. It tended to confuse various processes or miss out some of the critical steps. This confusion leads to have some issues such as, high recruitment costs and employee turnover.   Consequently, some recommendations are offered to assist UAE organizations with focusing more carefully on good practice, changing and developing solutions to minimize the problems that typically arise from inadequate recruitment and selection processes.

References:

Adams, K. (1995). "Development centers". *IRS Employment Review*, No. 596, p.16.

Allen, D. (2004). "*Recruitment Communication Media*". Personnel Psychology, Inc, pp.1-30.

Armstrong, M. (2010). *Armstrong's Handbook of Human Resources Management Practice*. 11th edition. London: Kogan, p.444.

Arthur, Woher.Jr., Day, E. D., McNelly, T. L., & Edens, P. In press.(2003). *Meta-analysis of the criterion-related validity of assessment center dimensions*. Personnel Psychology
Assets, The Free Press, New York.

Atktinson, J. (1984). "Managing strategies for flexible organizations', *Personnel Management*, 16(8), pp.28-31.

Barber, A. E. (1998). *Recruiting employees*. Thousand Oaks, CA: Sage Publications.

Barlow, G. (1989). 'Deficiencies and the perpetration of power: latest functions in management appraisal,*' Journal of Management Studies*, 26(5), pp.499-517.

Beaumont, S. (1993). *Human Resource Management*: *Key Concepts & Skills*. London: Sage.

Beer, M., Spector, B., Lawrence, P., Quinn Mills, D. and Walton ,R. (1984). *Managing Human Assets*, New York: The Free Press.

Borman, W.C. (1982). Validity of behavioral assessment for predicting military recruiter performance, *Journal of Applied Psychology ,*vol. 67, pp.3-9.

Boyd, R. (2007). "*Staffing the Commons: job analysis in the context of an Information Commons*", vol.26. No.2, California, USA.

Bratton, J & Gold, J. (1999). *Human Resource Management*: *Theory and Practice*. 2nd edition. Basingtoke:Macmillan Press.

CIPD (2008a). *Survey of Recruitment, Retention and Turnover*. CIPD:London.

Cook, M. (2004). *Personnel selection: adding value through people*. 4th edn. Chichester: Wiley.

Dale, M. (1995). *Successful Recruitment and Selection: A Practical Guide for Managers*. Kogan: London.

DICD. (2010). *Dubai Islamic Affairs Charitable Activities Department* [online].Dubai:UAE. [Accessed at 30/10/2010]. Available at: www.dicd.ae

District Audit Commission. (1998). *Review of Recruitment and Training: West Sussex County Council Social Services Department*, Audit Commission, London.
Dobson, P. (1989). Reference reports, in P. Herriot(ed). *Handbook of assessment in organizations*. Chichester:Wiley.

Du Gay, P., Salaman, G.& Rees, B.(1996). 'The conduct of management and the management of conduct: contemporary managerial discourse and the constitution of the 'competent manager', *Journal of Management Studies*, 33(3), pp.263-82.

Farnham, D., Pimlott, J. (1995). *Understanding Industrial Relations,* Cassells, London.

Flanagan, J.C. (1954). "The Critical Incident Technique", *Psychological Bulletin*, 51, pp.327-58.

Frese, M. & Zapf, D. (1994). "Helping to improve suggestion systems: predictors of making suggestions in companies", *Journal of Organizational Behavior*, vol. 20, pp.1139-55.

Gaugler, B. B., Rosenthal, D. B., Thornton, G. C., Jr., & Bentson, B. (1987). Meta-analysis of assessment center validity, *Journal of Applied Psychology*, 72, pp. 493–511.

Gomez-Meji, Luis R., David B., Balkin , Robert L., Cardy. (2003). *Managing Human Resources*: Pearson Prentice Hall,4th edn.

Gratton ,L.& Peasrson,J.(1994). 'Empowering Leadrs: are they being developed? 'in C.Mabey and P.IIes(eds.) *Managing Learning*, London:Routledge/Open University Press.

Guion, R.M. (1976). 'Recruiting, selection, and job placement' in M.D.Dunnette (Ed.). *Handbook of industrial and organizational psychology.* Chicago:Rand-McNally,pp.777-828.

Heneman, H., Judge.T. & Heneman, R. (2006). *Staffing organizations*. Boston:Irwin McGraw-Hill.

Herriot, P. (1989). *Recruitment in the 1990s*. London: Institute of Personnel Management.

Herriot, P. (1993). A paradigm bursting at the camas', *Journal of Organizational Behaviour*, 5, pp.23-6.

IIes, P.A. & Robertson, I.T. (1997). 'The impact of selection procedures in candidates', in P. Herriot (ed.) *Assessment and Selection in Organizations*. Chichester:John Wiley &Sons.

IIes, P.A. (1992). 'Centers of excellence? Assessment and development centers, managerial competences and human resources strategies ', *British journal of Management*, 3(2), pp.79-90.

IIes, P.A. & Roberston, I.T. (1989). 'The impacts of personnel selection techniques in candidates', in P. Herrot (ed). *Assessment and Selection in organizations*. Chichester:John Wiley & Sons.

IRS. (1999). The business of selection: an IRS survey. *Employee Development Bulletin*, No.117, November.

IRS. (2003). Setting the tone: *job description and person specifications*. *Employment Review*, No.776, pp.42-48.

IRS. (2003). Spinning the recruitment web. *Employment Review*, No.767, pp.34-40.

Jackson, S. and Schuler, R. (2006). *Managing Human Resources*: *Through Strategic Partnerships*. Cincinnati: South-Western College Publishing.

Jago, A. (1996). "Selecting *your team: how to find the right people*", vol. 4(3), pp.27–31.

Kettey, P. (1997). *'Personal feedback: cases in point* ', Report 326, IES:Brighton.

Klein, J.A., Edge, G.M. & Kass, T. (1991). 'Skills based competition', *Journal of General Management*, 16(4), pp.1-15.

Landy, F.J. & Conte, J.M. (2004). *Work in the 21st Century*. New York: The McGraw-Hill Companies.

Legere, C.L.J. (1985). 'Occupational analysis' in W.R.Tracey (ed), *Human Resources management and development handbook*. New York: Amacom.

Marsden, D. (1994). Industrial change, 'competencies', and labor markets. *European journal of vocational training*, (1), pp.15-22.

Mannen ,V and Schein. (1984). *Managing Human Assets*, New York: The Free Press, p.31.

Maybe, C. & IIes, P.A. (1993). 'The strategic integration of assessment and development Practices: succession planning and new manager development', Human *Resource Management Journal,* 3(4), pp.16-34.

Meskanick, P. (2009). *"Critical Success Factors for Recruitment Process Outsourcing",* Energy Information Administration, pp.1-5.

Miller, P. & Rose, N. (1993). 'Governing economic life' in M.Gane and T.Johnson (eds) *Foucaults's New Domains*, London:Routledge.

Ming, C. (2002). "How *to Differentiate Essential Job Duties from Marginal Job Duties*", vol.44(1), pp.123-125.

Nankervis, A., Compton, R. & Baird, M. (2005), *Human Resource management: strategy and processes.* 5th edn.Nelson, Thomson Learning, Australia.

Newell, S. (2005). Recruitment and selection, in S. Bach(ed). *Managing human resources: personnel management in transiton*. 4th edn. Oxford:Blackwell.

Parker, K. & Wall, T.D. (1996). 'Job Design and Modern Manufacturing' in P.Warr (ed). *Psychology and Work*. 4th edn. London: Penguin Books.

Pearn, M. & Kandola, R. (1993). *Job analysis*: *a manager's guide*. 2nd edn. London:IPM.

Philip, K. & Kevin L, K. (2006). *Marketing Management.* Pearson: Education, Inc.

Pinnington, A.H. & Lafferty, G. (2003)*. Human Resources Management in Australia.*Victoria*:*OUP.

Pioro, I. & Baum, N. (2005). How to design better job application forms. *People Management*, 16 June, pp. 42-3.

Robert, G. (1997). *Recruitment and Selection* [online]. London: The Cromwell Press. [Accessed 6/10/2010]. Available at: http://books.google.com/books?hl=en&lr=&id=937PxbuNcecC&oi=fnd&pg=PR8&dq=recruitment+and+selection+definition&ots=8vvSpA7RbR&sig=5he4RosUwMOd5hEpXkp9j9TqEUc#

Robertson, I.T. & IIes, P.A., Gratton, L.& Sharpley, D. (1991). 'The psychological impact of selection procedures on candidates*,' Human Relations*, 44(9), pp.963-82.

Rynes, S.L. & Barber, A.E. (1990). Application attraction strategies: an organizational perspective, *Academy of Management Review*, 15(2), pp.286-310.

Sackett, P. R. (1987). Assessment centers and content validity: Some neglected issues. *Personnel Psychology*, 40, pp.13–25.

Salgado, J.F. (1999). 'Personnel selection methods', in C.L Cooper and I.T. Robertson (eds). *International Review of Industrial and Organizational Psychology*,14. Chichster: John Wiley, pp.1-54.

Scalpone, R.W. (1981). "*The Role of Assessment Centers in Strategic Planning for Human Resources*". *Proceedings of the Ninth International Congress on the Assessment Center Method*. San Diego, pp. 49-67.

Schein, E.H. (1978). *Career dynamics: Matching Individual and Organizational Needs*. Reading, MA: Addison-Wesley.

Schneider, J. R. & Schmitt, N. (1992). An exercise design approach to understanding assessment center dimension and exercise constructs. *Journal of Applied Psychology*, 77, pp.32–41.

Stephen, D., Nilakant,V., Jensen, R. (1994). "The Role of Personality Testing in Managerial Selection", *Journal of Managerial Psychology*, Vol. 9(5), pp.3-11.

Stewart, R. & Sullivan, M. (1991). *Performance Analysis and Appraisal*: *A How-to-do-it Manual for Librarians*. New York :Neal-Schuman Publishers Inc.

Shell. (2011). *Shell History* [online]. Dubai: UAE. [Accessed at 30/10/2010]. Available at: http://www.shell.com/home/content/aboutshell/who_we_are

Storey, J. (2003*). Human Resources Management: A critical text 2nd*. Padstow: TJ International.

Storey & Sisson, K. (1993). *Managing Human Resources and Industrial Relations*. Milton Keynes: Open University Press.

Storey, J. (1995). *Human Resources management: A critical text*. London: Routedge.

Taylor, S. (2010). *People Resourcing*. 4th edn. London: CIPD.

Taylor, S. (1998). *Employee Resourcing*. London: IPD.

Torrington, D., Hall, L., Haylor, I. & Myers, J. (1991). *Employee Resourcing*. London: Institute of Personnel Management.

Townley, B. (1989). 'Selection and Appraisal: reconstituting social relations' in J .Storey (ed) *New perspectives on Human Resources Management*. London: Routledge.

Townley, B. (1994). *Reframing Human Resource Management*. London:Sage.

Ulrich, D & Lake, D. (1990). *Organizational capability; competing from the inside out*. New York: Wiley.

UAE interact. (2008). *Mohammed establishes Dubai Government Media Office* [online]. Dubai: UAE interact. [Accessed at 30/10/2010]. Available at:
http://www.uaeinteract.com/docs/Mohammed_establishes_Dubai_Government_Media_Office/39121.htm

Chang, W., Brian, H. & Kleiner, T. (2002). *How to conduct Job Analysis effectively*. London: Routledge.

Windhof, P. & Wood, S. (1988). *Recruitment and Selection in the Labor Market.* Avebury: Aldershot.

Woehr, D. J. & Feldman, J. M. (1993). Processing objective and question order effects on the causal relation between memory and judgment: The tip of the iceberg. *Journal of Applied Psychology*, 78, PP.232–241.

Wood, S. (1985). Recruitment systems and the recession. *British Journal of Industrial Relations* ,vol. 23, (4), pp.103-20.

Appendices

Appendix 1: Opening Resourcing System

Broadcast Overview

General Details

Position Title *

Organisation level 3

Line Of Business (DS
only)

Anticipated country of
employment *

(flexible) Work option

Position information

Skillpool group *

Skillpool *

Additional Skillpools

Job level *

Place in the
organisation *

Reports to *

Work location

Work pattern *

Timing

Anticipated assignment
length *

Terms and conditions

Max terms & conditions *

Position for Local staff

only

Additional Terms and
Conditions

**Position description -
Purpose**

**Position description -
Accountabilities**

**Position description -
Dimensions**

**Position description -
Special Challenges**

**Position description -
Additional comments**

Experience and

Qualifications required

Experience and
Qualifications required *****

Additional comments

**Key Competences
required**

Additional comments

Appendix 2: Position Evaluation

Reason for Evaluation Request

Please choose the appropriate reason *	
Comments	
Job Description	
Date	
Business	
Division (e.g. EP Region, DS CoB, Divisional Indicator etc.)	
Subdivision and department (or other please specify)	
Organisation chart	
Job Title	
Skillpool	
Shell People Position Number	
Incumbent	
Vacant	
Salary Group	
Job Purpose	
Job Purpose (Maximum 1 or 2 sentences to describe why the job exists)	
Dimensions	

Financial Dimensions

| Business Dimensions |

Principal Accountabilities

Summarise in 5-7 statements the principal results expected from the job

Key Challenges

Capture in 2-3 statements key challenges to be faced in this job

Job Knowledge, Skills & Experience

Educational background, qualifications and experience typically required to perform the job

| This job is NOT located in Canada. |

Expected JG Outcome and reasons (include any comparator positions)

Expected JG

| JE Results Required by |

| Reasons/Comparators |

Approvals

Line Manager Confirmation

Confirmation

Name	
Title	
Salary Group	
Job Group	
Date	
HR Manager/Advisor	
Name	
Title	
Date	
Comments	

Appendix 3: HR Request Form

ميررات الوظيفة	العدد	الدرجة	الفئة	المسمى الوظيفي	الادارة	م

Appendix 4: Recruitment Plan Form

الملاحظات	8	7	6	5	4	3	2	1	12	11	10	9	8	الجنس	نوع التوظيف	العدد	الدرجة	الفئة	المسمى الوظيفي	القسم	الادارة	م
المجموع													#VALUE!									

		موزة بطي الفلاسي	اعتماد مدير ادارة الشؤون المالية والإدارية
التاريخ	التوقيع	الاسم	

		أحمد الشيخ	الاعتماد النهائى المدير العام
التاريخ	التوقيع	الاسم	

Appendix 5: Candidate final interview for the new vacancy''

Interview Form

142

بيانات الوظيفة الشاغرة		
المـسـمـى الـوظـيـفـي:		
الـوحـــدة الـتـنـظـيـمـيـة:	الإدارة:	القسم:
الدرجـة الوظيفية والفئـة:		

اسم المرشح : ....

تقييم المرشح					
عناصر التقـيـيـم	ممتاز	جيد جدا	جيد	مقبول	ضعيف
المظهر العام					
القدرة على الاتصال والتواصل					
التواصل باللغة الانجليزية					
روح الحماس والمبادرة					
مستوى الإدراك بطبيعة عمل الوظيفة					
تناسب المؤهل العلمي					
المعرفة الفنية والخبرة					
خالص بالوظائف الإشرافية					
المهـارات القيادية والإشرافية					
القدرة على التحليل والاستنتاج					
القدرة على اتخاذ القرار					
القدرة على حل المشكلات					

معلومات إضافية عن المرشح

	المؤهل العلمي
	الراتب الحالي:
	المميزات الحالية

ملاحظات وتوصيات المقيم			
□ الترشيح للتعيين	□ الترشيح للمقابلة النهائية	□ الانتظار	□ غير مناسب
			الملاحظات:

	اســــم المقيــــم
	المسمى الوظيفي
	التـــاريـــــخ
	التــوقيــــــع

Appendix 6: Candidates information for new vacancy

144

توثيق المقدمين لوظيفة شاغرة

مسمى الوظيفة:

الإدارة / القسم:

الملاحظات	نتيجة الترشيح		تطابق المتطلبات		متطلبات الوظيفية		الهاتف	مصدر الطلب	تاريخ تقديم الطلب	اسم المتقدم الثلاثي	م
	مرفوض	مرشح	لا	نعم	الخبرة	المؤهل العلمي					

Appendix 7: Employee request form

145

| دائرة الشؤون الإسلامية والعمل الخيري | (نموذج طلب تعيين موظفين) |

يتم استكمال هذا الطلب من قبل الإدارة المعنية قبل بدء عملية التعيين.

الوظيفة: _____ **الإدارة:**

الوظيفة: _____ **تاريخ طلب الوظيفة:**

الدرجة: _____

1	**الإدارة الوسطى**	- مدراء الإدارات ورؤساء المكاتب والوحدات
2	**الوظائف الإشرافية**	- رئيس قسم أو ما يوازيه
3	**الوظائف التخصصية**	- الهندسة وتقنية المعلومات والمحاسبة والقانون والإعلام والموارد البشرية والجودة (جامعيون)
4	**الوظائف الإدارية**	- الوظائف الإدارية والسكرتارية والأعمال المكتبية المساندة على تنوع مستوياتها
5	**الوظائف الفنية**	- فنيو الصيانة والكهرباء والبناء والزراعة والسيارات والآلات والأعمال الفنية الأخرى
6	**الوظائف المساندة**	- السائقين وعمال النظافة والفراشين
7	**الوظائف الدينية**	- واعظ، مفتي، باحث/مدقق، خطيب (أساسي/متعاون)، إمام، مؤذن

رقم الطلب: [____] **تاريخ استلام الطلب:** [____] **مستلم الطلب:** [____]

الهدف من التوظيف:

إحلال [__] تاريخ ترك العمل للموظف الحالي: [____] درجة الموظف الحالي: [____]

استحداث [__] الهدف من استحداث الوظيفة: [_____]

العدد المطلوب والوضع القائم للوظيفة	
عدد الوظائف المعتمدة للعام الجاري ووضعها حتى تاريخه مقابل الوظائف المطلوبة: حتمي: ____ بدل: ____ شاغر: ____	عدد الوظائف المطلوب استحداثها / تعديلها / إلغائها (_____)

مستحدث: _____	مستحدث طارئ: _____

تفاصيل الوظيفة المطلوبة:

الوصف الوظيفي:	متوفر		غير متوفر		محدث		غير محدث	

عدد الموظفين في نفس الوظيفة حالياً: ___	هل يوجد شواغر في الميزانية؟	نعم	لا	العدد: ___

المواصفات الخاصة للوظيفة: ساعات الدوام: _____ بدل طبيعة العمل: _____
_____

متطلبات وشروط الوظيفة المطلوبة:

مختصر المهام والمسؤوليات: _____
_____

الرجاء تحديد أية مواصفات خاصة لشاغل الوظيفة:

م	المتطلبــات	الشــروط المطلوبـة	الأهمية النسبية		
			يشترط	يفضل	غير مطلوب
1	المؤهل العلمي				
2	الخبرة العملية				
3	دورات تدريبية				
4	اللغة				
5	استخدام الحاسب الآلي				
6	الجنس	ذكر ☐ أنثى ☐			
7	صفات شخصية				
8	العمر	من: (_____) إلى: (_____)			
9	رخصة السواقة				
10	مهارات ومعارف أخرى				

تاريخ تقديم الطلب: _____   **توقيع مدير الإدارة المعني:** _____
_____

الاعتماد: رئيس قسم التخطيط والتوظيف: _____ التاريخ: _____ مدير

الشؤون الإدارية: _____ التاريخ: _____

لاستخدام إدارة الشؤون الإدارية:

الإعلان عن الطلب داخلياً:	☐ نعم	☐ لا	مصدر التوظيف:	☐

كيفية شغل الوظيفة:

من خارج الدائرة	من داخل الدائرة
☐ خارج الدولة ☐ محلي (داخل الدولة)	☐ بالترقية ☐ بالندب ☐ بالنقل ☐ إعادة التعيين
	اسم الموظف: _____ الرقم الوظيفي: _____

تاريخ بدء مقابلات التوظيف للوظيفة المطلوبة: /   /2007م.

Appendix 8: Interview evaluation form

الوظيفة الشاغر: ------------------------------------ الدرجة: --------------------------

الإدارة / القسم: ------------------------------------ المهام والمسؤوليات: مرفق الوصف الوظيفي

أولاً: بيانات المرشح للوظيفة الشاغرة:

اسم المرشح للوظيفة: ------------------------------ الجنسية: --------------------------

الحالة الاجتماعية: ------------------------------------

ثانياً: المؤهل العلمي والخبرات السابقة:

المؤهلات العلمية:

الملاحظات	الجهة	التخصص الدراسي	المؤهل العلمي

الخبرات السابقة:

نبذة عن طبيعة العمل	المدة		جهة العمل	الوظيفة
	إلى	من		

ثالثاً: تقييم الجدارة (المميزات ذات الصلة بالفئة الوظيفية):

السبب	5 ممتاز	4 جيد جداً	3 جيد	2 مقبول	1 ضعيف	المعايير الدرجة
						1. استخدام الأنظمة والأساليب الحديثة ذات العلاقة بالوظيفة
						2. إدارة الوقت والمشاريع
						3. مهارات الإتصال
						4. التنظيم
						5. خدمة العملاء
						6. العمل الجماعي
						7. حل المشكلات
						8. المبادرة والإبداع

رابعاً: نقاط عامة:

السبب	**5** **ممتاز**	**4** **جيد جداً**	**3** **جيد**	**2 مقبول**	**1** **ضعيف**	الدرجة ⟋ المعايير
						1. المظهر العام
						2. مدى الإستعداد، القابلية، التكيف والمرونة
						3. توقعات المرشح للوظيفة

نقاط القوة:--

نقاط التطوير:

ملاحظات عامة:

التوصية:

☐ مرشح ثاني   ☐ مرشح أول   ☐ يستبعد

☐ مرشح لوظيفة أخرى:————————

الاعتماد:

أجرى المقابلة: ————————   المسمى الوظيفي:————————

التوقيع: ————————   التاريخ:————————

Appendix 9: Semi-Structured Interview schedule

Semi-Structured Interview schedule:

Job analysis (JA):

1. Does HR department use the job analysis method before staring the recruitment and selection process?
2. Why is Job Analysis performed? What is the purpose of Job Analysis?
3. Who conducts Job Analysis?
4. What methods are used for Job Analysis
5. How do you conduct a Job Analysis?
6. How are jobs analyzed?
7. Who is involved in a Job Analysis?
8. What are the products of a Job Analysis?
9. Are there Federal guidelines for Job Analysis?
10. What software is used to perform Job Analysis? How it is used?

Job description (JD):

1. Does your company have a job description for all employees? And is the JD based on the JA? Please explain more
2. What is the importance of JA in terms of the recruitment and selection process?
3. What are the basic points of writing a JD?
4. What are the main headings that are included under the JD?

Job specification (JS):

1. Does your company have a job specification for all employees? And how do you define JS?
2. **Why are job specifications important**?
3. **How do your company employees write the JS and what are the contents of it?**
4. Are there any specific standard headings in the JS, such as physical makeup, attainments, and special aptitudes

Recruitment and selection process:

1. What is the difference between recruitment and selection?
2. What is the importance of recruitment and selection?
3. What are the **recruitment processes** or stages in your company?
4. How do candidates apply to you organization?
5. How many kinds of application form does your company have?
6. Can you explain in details how does the interview program is implemented in your company?
7. What are the **selection processes** or stages in your company?
8. What kind of selection tests do you have for the candidates? Can you describe them in more details?

9. How do you check the reference for each candidate or the selected candidate?
10. Based on what information do you prepare the candidate offer?
11. What are the things that should be followed up by candidates after the selection process has been completed?