

NUST Institute of Management Sciences

Thesis Report Contemporary Recruitment Practices in Telecom Sector

Submitted to
Sir. Naukhez Sarwar

Submitted by
Shaista Marwat
2004-NUST-MBA-073

MBA-2K4

ACKNOWLEDGMENTS

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National University of Sciences & Technology

**MASTER'S THESIS WORK
Formulation of Guidance & Examination Committee**

Date: 5th Oct, 2006

Name: _Shaista Marwat_ NID No: 17301-9766440-6

Institute: ___NUST Institute of Management Sciences

Specialization: (1) Human Resource Management Cum GPA: 3.36
(2) _____

Undergraduate Degree: __BIT Institution: Iqra University

Guidance Committee Members

Thesis Supervisor / Advisor

Name: _____Mr. Naukhez Sarwar_____
Signature: _____

Thesis Committee Members

1. Name: _____Ms. Zeenat Jabbar_____
Signature: _____
2. Name: _____Ms. Asfia Obaid_____
Signature: _____
3. Name: _____Mr. Imran Nazir_____
Signature: _____

APPROVAL

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Program Coordinator – MBA _____

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National University of Sciences & Technology
MASTER'S THESIS WORK
PETITION FOR CHANGE IN THE GUIDANCE COMMITTEE

Date: _____

Name: Shaista Marwat

NID No: 17301-9766440-6

Institute: NUST Institute of Management Sciences

Specialization: (1) HRM

(2) _____

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MASTER'S THESIS WORK
SCHEDULE FOR PRELIMINARY EXAMINATION
(Approval of Research Topic)

Name of Student: Shaista Marwat
N.I.D. Card Number: 17301-9766440-6
Thesis Topic: Contemporary Recruitment Practices in Telecom Sector
Target date for examination: 15.07.2006
Advisor: Mr. Naukhez Sarwar

Note: This form should be in the Institute Examination Branch one week in advance of the target date. The examination must be held within a period of from six days before to six days after the target date. In the event of a multipart preliminary examination, only the last segment must be scheduled.

Signature of advisor: _____ Date: 03.07.2006

For College use.

Actual date of preliminary examination: _____

Resolution with Form TH-2A: _____

National University of Sciences & Technology
MASTER'S THESIS WORK
REPORT OF PRELIMINARY EXAMINATION

Student's Name: Shaista Marwat

NID No: 17301-9766440-6

Institute: NUST Institute of Management Sciences

This is a:

_____ For preliminary examination
_____ Second preliminary
examination following as
unsuccessful first attempt.

Target date as specified on BS Form TH-2	15.07.2006
Actual Date on which examination occurred	15.07.2006
(For multi-part examinations dates, refer to the final part only)	

Results of the examination: _____ PASS _____ FAIL

Guidance & Examination Committee

Committee members voting to PASS

Committee members voting to FAIL

Ms. Zeenat Jabbar

Ms. Asfia Obaid

Mr. Imran Nazir

Advisor (committee chair)

Advisor (committee chair)

Signature of Advisor

15.07.2006

Date

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National University of Sciences & Technology
MASTER'S THESIS WORK
Final Oral Exam

Institute: NUST Institute of Management Sciences Specialization: (1) **Human Resource Management**

ABSTRACT

Complete $\frac{3}{4}$ page abstract of thesis of Shaista Marwat

The title of my thesis is “Contemporary Recruitment Practices in Telecom Sector” and main aim behind this is to find out the current policies of recruitment in telecom sector which are important in order to recruit best people in such a dynamic environment. Recruitment is the practice or activity carried on by the organization with the primary purpose of attracting potential employees in short it is attracting the best people.

Every organization regardless of its size, product, or service, must recruit applicants to fill positions. Most often, HR administrators would actively recruit only as positions become vacant. Through direct applications by individuals and by walk-in applicants, an organization can maintain a large pool of available and qualified applicants without much additional recruitment effort. But because of federal guidelines and the increasing need to hire the very best applicants, HR administrators find it necessary to recruit even when they have a large number of available and qualified applicants.

The Pakistani Government has transformed the mobile communications sector in a very short period of time. In the past three years, the Government has privatized the leading Pakistani telecommunications provider, introduced much greater competition into the mobile market, established clear rules distinguishing between mobile and wireless local loop networks, and cut import duties on telecommunication equipment and reduced the import duties on mobile handsets to zero. This competition has made it very difficult for telecom sector to attract the best people. Keeping in mind the importance of recruitment in telecom sector I have analyzed three organizations; Mobilink, Ufone, Telenor

Open to Public

Location: NIMS, CR-2

Time: 1630 hrs. (05.10.2006)

Mr. Naukhez Sarwar
Thesis Advisor

National University of Sciences & Technology
MASTER'S THESIS WORK

WE HEREBY RECOMMEND THAT THE DISSERTATION PREPARED UNDER OUR
SUPERVISION BY: SHAISTA MARWAT , ROLL # 145 , MBA- 2004

ENTITLED: CONTEMPORARY RECRUITMENT PRACTICES IN TELECOM
SECTOR

BE ACCEPTED AS FULFILLING IN PART OF PHILOSOPHY.

Guidance & Examination Committee

Name: Ms. Zeenat Jabbar

Signature: _____

Name: Ms. Asfia Obaid

Signature: _____

Name: Mr. Imran Nazir

Signature: _____

Advisor Name: Mr. Naukhez Sarwar

Signature: _____

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Executive Summary

The Pakistani Government has transformed the mobile communications sector in a very short period of time. In the past three years, the Government has privatized the leading Pakistani telecommunications provider, introduced much greater competition into the mobile market, established clear rules distinguishing between mobile and wireless local loop networks, and cut import duties on telecommunication equipment and reduced the import duties on mobile handsets to zero. This competition has made it very difficult for telecom sector to attract the best people.

Keeping in mind these factors this report comprises of the literature review in which I have looked upon three things; first the general theoretical aspect of recruitment and its sources, then surveys and finally the articles in which latest international trends have been highlighted.

After that I have researched on three companies from telecom sector that is Mobilink, Ufone and Telenor in order to see their current recruitment practices. Each company has been analyzed individually and then collectively in conclusion section to form a comparison. In the end I have given recommendations.

APPENDIX

Recruitment

The practice or activity carried on by the organization with the primary purpose of identifying and attracting potential employees is called recruitment.

Recruitment process usually starts when there is a job vacancy to be filled by an employee. But there are few smartest employers, who hire the best people, develop a pre-qualified candidate pool before they need to fill a job. The best policy is to develop relationships with potential employees long before an organization needs them. These ideas will also help in creating a larger pool of candidates. The earlier an organization adopts these practices, the better the organization will do in the upcoming war for talent.

Developing a Talent Pool

Developing a talent pool can be done with the help of following methods.

➤ Identify Ideal Candidate

A job description that tells potential employees the exact requirements of the position is useful. Even more useful is the process used to develop the job description internally and the behavioral characteristics of the ideal candidate.

For identifying ideal candidates first of all a team of people should be assembled; a hiring manager should also be a part of it. Then develop a job description that delineates the key responsibilities and outputs of the position. Define the behavioral characteristics of the person who is being considered as ideal. Finally, list five - ten key responsibilities and characteristics to screen resumes, perform phone screens and eventually, establish the questions for the candidates being interviewed.

➤ Tap Employee Networks

Spread word-of-mouth information about the position availability, or eventual availability, to each employee so they can constantly look for superior candidates in their networks of friends and associates. Use trade show booth time to meet and get to know potential candidates as well as customers. Encourage employees to gather business cards from and develop relationships with high potential possible employees. Tap the networks of own social, board, and academic connections, too.

➤ **Take Advantage of Industry Contacts, Association Memberships and Trade Groups**

Pay for employees to participate in and network in industry groups, conferences and trade shows. Periodically, create master lists of industry leaders and other potential employees from customers, colleagues, coworkers and friends. Develop a plan for contacting these people systematically and regularly.

Effective Recruitment Strategies (Macgregor Research)

Finding and keeping qualified staff is a challenge made even more difficult in the technical-services related and computer industries. Although inconvenient, staff turnover should be anticipated, with a pro-active recruitment solution prepared. It is now commonplace for Companies to recruit year round, even when there are no immediate job openings. Effective hiring strategies like this will help to ensure a continuum system of recruitment and retention.

Effective recruitment includes:

- The Candidate Pool – identifying and expanding the relevant human resource pool
- Candidate Selection – the matching and selection of the right candidate
- Candidate Retention – the best recruitment strategy is the retention strategy

The Candidate Pool

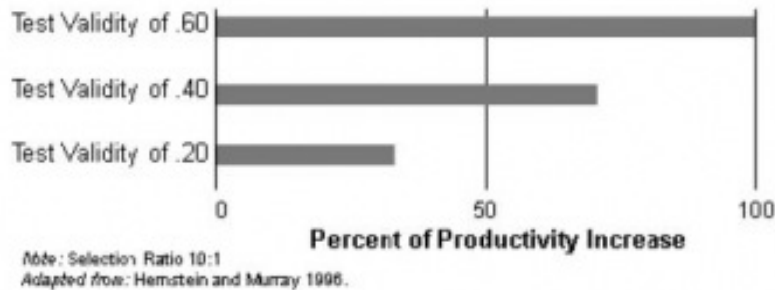
It is essential to be fully aware of the skills, knowledge and requirements needed by the prospective employee. There are effective ways to notify the desired candidate pool of employment opportunities. These include:

- Referral from employees, customers and vendors made more effective by creating a referral incentive program
- Sponsor work-study programs and mentored internship opportunities
- Recruitment Agencies who will provide professional recruitment services and updated advice saving you invaluable time and resources
- Hiring personnel need to be honest in informing prospective candidates of their everyday tasks and responsibilities, in addition to their job perks.

Candidate Selection

Hiring the right candidate can prove difficult. There are many methods available today to test personality, skills and other employment competencies. Research nonetheless agrees and supports the validity of certain tests and the importance of other factors in determining employee success.

Figure 1: Shows the success of employees as a result of effectiveness evaluation tests.

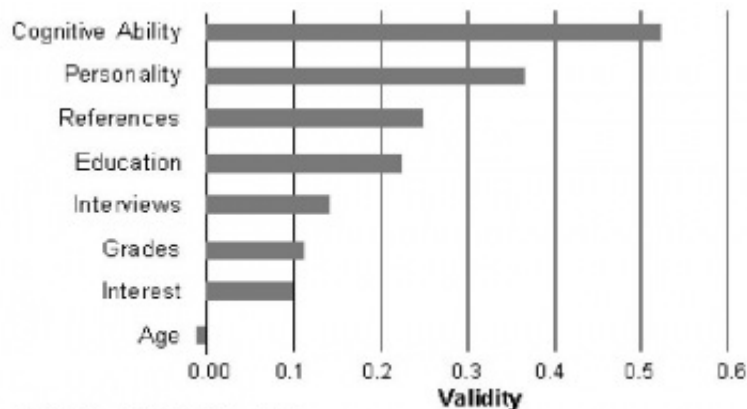


‘HIRE FOR ATTITUDE- TRAIN FOR SKILLS’ reminds us that there are motivational qualities inherent in certain individuals. Extroverted personalities tend to be enthusiastic and energetic and these tend to be favorable employee traits.

To have strong communication skills is important. To possess the ease and freedom in which to communicate is even more essential. Strong communication skills alone are not indicative of a motivated employee but a willingness to express ideas and thoughts are. Candidates that are cooperative, are open to constructive criticism and are not self-defeating are clearly ideal. Positive attitude is characterized by animated body language, good eye contact, self pride and the ability to laugh at themselves.

These qualities already exist in the individual and these qualities are almost impossible to be taught.

Figure 2: Shows that cognitive ability and personality are the two most important factors in affecting employee success in the workplace.



Candidate Retention

In the end, the 'retention strategy' is the most important. By understanding and appreciating the cost of turnover, the key is to then be training and further developing the skills of the existing and pre-qualified staff. With reward and recognition, and future opportunities to grow with the business, effective recruitment strategies can then be seen in operation.

External Recruitment Methods

Individuals who are not current employees can be considered for vacancies through a number of avenues. External recruitment sources include:

➤ Reemployed Annuitants

An annuitant under either the Civil Service Retirement System (CSRS) or Federal Employees Retirement System (FERS) may be employed in any position for which he/she meets job, age, and physical requirements. Reemployed annuitants may be hired on a temporary or permanent basis. A nondisability annuity will usually continue during reemployment, but the amount of annuity normally will be deducted from the individual's pay. Employment of annuitants is beneficial to management in that it provides a readily available source of highly qualified candidates, sometimes for "hard-to-fill" positions.

➤ Transfer from Other Federal Agencies

The Personnel Office may recruit for and accept applications from current employees of other Bureaus or other Federal agencies. Status candidates from other agencies may be considered for noncompetitive transfers (i.e., reassignments and changes to lower grade), as well as competitive promotions or to positions with known promotion potential under the "Merit Promotion Program". Transfer candidates for competitive promotions must meet the same requirements as others referred under the Merit Promotion Program.

➤ The Office of Personnel Management Certificates

The Office of Personnel Management (OPM) maintains standing registers of candidates for commonly required occupations and grade levels. Standing registers allow a regional OPM to accept applications for particular skills on a continuous basis to effectively meet the recurring recruitment needs of Federal agencies in that region. OPM maintains standing registers for occupations that require a written test, such as the General Clerical examination. Testing is done on a regular and recurring basis at select OPM test sites throughout the region. As an alternative recruitment source, the Personnel Office may submit a request to OPM for a certificate of eligible from one of their standing registers.

There may be times when a hard-to-fill position requires a wide dissemination of the vacancy announcement to attract a large number of quality applicants. In these instances, the Personnel Office requests assistance from OPM to "case examine." OPM announces the vacancy within the region or nationwide, accepts and evaluates applications, and rates and refers candidates. The case examining process may require an extensive amount of time.

➤ **Volunteer Service**

The basic rule is that, Federal agencies are prohibited by law (section 1342 of title 31, United States Code) from accepting volunteer service. No person may provide unpaid service to the Government or provide service with the understanding that he or she will waive pay. Agencies are required by law to pay employees serving in positions under the General Schedule and the Prevailing Rate System (WG/WS). Exceptions to this prohibition are provided only for:

- Employment in emergencies involving the protection of life or property
- Employment of assistants to handicapped employees
- Employment of experts and consultants
- Employment of students to further their educational goals

Specific authorities to accept unpaid services for specific jobs or functions have been granted to some agencies.

➤ **People with Disabilities Program**

People with disabilities can be hired through the traditional competitive hiring process or, if they qualify, noncompetitively through the use of excepted service appointing authorities. Excepted service appointing authorities for hiring people with disabilities were developed to provide an opportunity to for disabled individuals to show that they can do the job and to circumvent the attitudinal barriers of managers and supervisors. It is emphasized that candidates must be fully qualified in accordance with OPM Operating Manual for Qualification Standards and be able to perform the essential functions of the position with or without reasonable accommodation. There are two ways to hire people with disabilities noncompetitively:

- People with disabilities can be certified as eligible by the State vocational rehabilitation agency or Department of Veterans Affairs. Employees may be converted to competitive status after two successful years of job performance.

- People who are severely disabled can also be hired noncompetitively after completion of a 700-hour appointment. This trial appointment allows people with

disabilities to demonstrate their ability to do the job. If successful, employees may convert to a continuing Schedule A appointment without certification.

➤ **Delegated Examining Authority**

The Office of Personnel Management (OPM) has signed a delegated agreement with the Department which provides authority for competitive examination and certification to include the development of rating schedules, evaluation of applicants, and making referrals. In essence, Bureaus take on the functions normally performed by OPM.

Delegation for competitive examination is used for unique positions when candidates are not available through in-service placement or through external noncompetitive sources. It is used when there are indications that local competitive candidates may be available if delegated examination were available.

Candidates referred on delegated examining certificates are ranked by score and veterans preference. Should there be more than three candidates or a mix of veterans preference eligible and nonpreference eligible, then the rule of three and veterans preference must be applied to determine which candidates are within reach for selection. This means that selection must be made from the top three candidates on the certificate, keeping in mind that you cannot bypass a candidate with veterans preference to select a candidate with no preference, unless the supervisor can adequately justify doing so on suitability or security grounds.

10 Pointers about Using Recruiters in a Job Search by Georgia Adamson

If you've never worked with a recruiter (a.k.a. headhunter) but are considering doing it the next time you make a change, here are some key points you should be aware of:

- A recruiter will not act as your personal employment “agent” by actively trying to find a suitable position for you, tailored to your requirements.
- Aside from corporate (in-house) recruiters, there are basically two types of recruiters, retained and contingency. A retained search firm has a contract with a company to find a candidate and receives some payment as a retainer during the process. A contingency recruiter has no search contract and receives no payment unless a placement is made. Both types generally like to submit multiple qualified candidates to a company for consideration—you're not likely to be their only one.
- Many recruiters specialize in certain fields, and it's probably a waste of time to approach them if your field doesn't match their focus.

- Recruiters do not like to deal with people who want to make a career change. They typically work with candidates who are on a more straight-line career path.
- If you're flexible about relocation, you may be in a stronger position when you try to establish relationships with recruiters.
- Talk with people you know who've worked with a recruiter successfully and use them as a referral when making an initial contact with the recruiter.
- As in many other fields, the recruiting arena has its share of less-than-reputable players. It's important to do some research before you try to deal with any recruiter, and that goes for those times when the recruiter is approaching you instead of the other way around.
- Recruiters will almost certainly want to know your salary history and expectations before they talk to their client company about you. Since their fee is often based on a percentage of your first-year's salary, they're not necessarily looking to short-change you or drive-down your asking price, but they want to know what ballpark you're in.
- If you do manage to get a recruiter interested in you, be responsive to his/her calls and serious about how you handle the situation. Don't brush the person off because you're busy or ignore him/her because you've decided you're not so sure you want to change after all.
- Building a recruiter relationship takes time, care and patience. It is not a quick-fix solution to finding a new position.

Changing Trends in Recruitment

Employers in the UK are expressing their strongest New Year hiring intentions since records began, according to the latest Manpower Employment Outlook Survey.

Mark Cahill, managing director at Manpower, stated: "The fact that UK employers are reporting their highest New Year levels of confidence since 1998 is great news. These figures are extremely positive, particularly as the first three months of the year are traditionally a quieter time for recruitment, as companies scale back after Christmas. With low levels of unemployment, it is very much a jobseekers' market and the opportunity is there for candidates to develop their experience and skills. In this climate, employers need to continue to review recruitment procedures and benefits packages in order to attract the best candidates."

Exhibitions are a great form of communicating to your target audience. Job Scene, organized by TJW Exhibitions is the largest series of recruitment, career, and education

and training events in the UK and guarantees an interactive atmosphere, perfect for meeting proactive candidates.

Job Scene exhibitions are held across the UK including London, Middlesbrough, Plymouth, Basingstoke, Liverpool, Newport, Leeds, Reading, Bristol, Coventry, Glasgow, Belfast, Manchester, Sheffield, Birmingham, Edinburgh, Cardiff and Newcastle.

With numerous exhibitors already taking advantage of this ideal recruitment environment and getting the results they are looking for it's guaranteed that your time out of the office will be well spent.



INTERN REQUEST FORM

A. Requested by: _____

Designation: _____

Department: _____

Sub department: _____

City: _____

Date: _____

To be located at: _____

Candidate

Name: _____

B. Reasons for requesting an Intern for the Department / Type of project Assigned to:

D. Present number of Interns in the Department: _____

E. Last Intern Hired in the month of: _____

F. Duration of Internship: _____ months.

Preferred date of Joining: _____

Recommended by Director/Divisional Head

Approved by HR

Department

Note: Kindly attach candidate resume and interview assessment along with this form

CHAPTER 1

INTRODUCTION

1.1) Title

The title of my thesis is “**Contemporary Recruitment Practices in Telecom Sector**” and main aim behind this is to find out the current policies of recruitment in telecom sector which are important in order to recruit best people in such a dynamic environment. Recruitment is the practice or activity carried on by the organization with the primary purpose of attracting potential employees in short it is attracting the best people.

1.2) Importance of the Topic

The topic of my thesis has twofold significance because it covers two aspects; first the importance and changing trends of recruitment in general and then its implication in telecom sector as it is very difficult to recruit best people in such a dynamic and competitive environment.

Every organization regardless of its size, product, or service, must recruit applicants to fill positions. Most often, HR administrators would actively recruit only as positions become vacant. Through direct applications by individuals and by walk-in applicants, an organization can maintain a large pool of available and qualified applicants without much additional recruitment effort. But because of federal guidelines and the increasing need to hire the very best applicants, HR administrators find it necessary to recruit even when they have a large number of available and qualified applicants.

Recruiting workers in different countries have different recruiting processes, for instance Japanese and German employers, develop long term relations and primarily recruit from the best and brightest high school students. Students in those countries are aware that their final examinations determine their job potential, which in turn makes the exams very competitive. Honda and Toyota select their future workers directly from high school based on their final exam scores. In Germany, half of each high school graduating class goes directly into employers’ apprenticeship programs.

Recruiting good applicants has always been challenging; however demographic and economic factors in today’s society require employers to utilize more flexible and innovative recruitment methods. The reality, which was projected by the Bureau of Labor Statistics, is an aging workforce that has fewer young people entering the job market to replace retirees; in addition, of those new entrants, 83 percent are women, members of minority groups, or immigrants. This changing workforce enables employers to achieve diversity.

The Pakistani Government has transformed the mobile communications sector in a very short period of time. In the past three years, the Government has privatized the leading Pakistani telecommunications provider, introduced much greater competition into the mobile market, established clear rules distinguishing between mobile and wireless local loop networks, and cut import duties on telecommunication equipment and reduced the import duties on mobile handsets to zero. This competition has made it very difficult for telecom sector to attract the best people.

1.3) Scope of the Study

Any organization provided it wants to succeed in today's competitive environment and in turn is dynamic invests a lot in its workforce to utilize the skills of the potential employees for the betterment of the organization. Therefore, organizations make sure to recruit best possible employees in order to compete in the changing environment. In telecom sector there are many companies ranging from mobile companies like Mobilink, Ufone, Telenor, Warid etc to PTCL. The urge to recruit best people is same for all companies. The companies that are chosen for the research are:

- Mobilink
- Ufone
- Telenor

1.4) Objectives

The objectives of the study are as follows:

- I am conducting the study on the topic of recruitment in telecom sector as being a human resource student. I know the importance of human resource as one of the main assets of the organization. The organization mainly delivers due to them and if the human resource is a weakness of an organization, it will suffer a lot. Therefore, a successful organization needs to make sure that it maintains its strength when it comes to its human resource and thus make sure that they recruit the potential people, which will help to make the organization competitive. Recruitment has impact on the organization, which has generated my interest to study various aspects of it.
- The research conducted will not only help me succeed in the completion of my MBA degree program but will also help me improve my knowledge and my ability and skills in conducting a research.

- The study carried out would also not only help me translate my theoretical knowledge regarding human resource management but would also make sure I am able to devise effective human resource related policies and procedures in any future organization

1.5) Data Collection Instruments

Interview was the primary data collection instrument; along with it was the internet and observation. The following table will give the impact of each data collection on my thesis.

Method	Overall Purpose	Advantages	Challenges
Interviews	When want to fully understand someone's impressions or experiences, or learn more about their answers to questionnaires	-Get full range and depth of information -develops relationship with client -can be flexible with client	-Can take much time -can be hard to analyze and compare -can be costly -interviewer can bias client's responses
Observation	To gather accurate information about how a program actually operates, particularly about processes	-View operations of a program as they are actually occurring -can adapt to events as they occur	-Can be difficult to interpret seen behaviors -can be complex to categorize observations -can influence behaviors of program participants -can be expensive
Internet	When need to quickly and/or easily get lots of information	-can be efficient way to get much range and depth of information in short time -inexpensive to get	-Too much information makes it difficult to get what is really needed

1.6) Research Questions

- How they make sure to find the best employees in a dynamic and competitive environment.
- How much importance do they give to job analysis?
- What impact the nature of vacancy has on determining the hiring from internal or external environment
- What is their policy of paying for a particular vacancy?
- What kind of job security are they giving to the employees?
- What are the conditions that determine the use of any source of recruitment and does it affect them in any case while competing with the competitors.
- Do they advertise in any newspaper and which newspaper they prefer mostly and why?
- Do they have their own web sites and how often they advertise on the sites for any vacancy?
- What is the impact of recruitment on culture that they have encountered and how they have dealt with it?

CHAPTER 2

LITERATURE REVIEW

2.1) Human Resource Management

HRM is both an academic theory and a business practice. It is based on the notion that employees are firstly human, and secondly should not be treated as a basic business resource. HRM is also seen as an understanding of the human aspect of a company and its strategic importance

2.1.1) Academic Theory

The basic premise of the academic theory of HRM, is that Humans are not machines. It therefore notes that we need to have an interdisciplinary examination of people in the workplace.

2.1.2) Critical Theory

Critics of HRM, have noted that HRM suffers the problem of the connotation of its own name, treating humans as a resource. It is important to consider, as a special issue of the Journal "Organization" does, the aspects of which HRM are human and inhuman (Steyaert and Janssens: 1999).

Rhetoric has had an important consideration within the understanding of critical theory, of the rhetorics and realities of HRM (Legge 2005). Postmodernism and post-structuralism theories play an important part here because we can consider the importance of understanding and contemplating the reality of language and understanding.

Management Gurus & Rationalism has had the effect of attempting to move academic theory into a rational and sellable product, which management gurus and consultants can sell to business leaders.

New Label, some critics have noted that in practice, while the philosophy of HRM has changed the workplace, the department or manager who used to have "Personnel Manager" on their door, has now changed that sign to "Human Resource Manager" and that is the only change.

Empowerment has been noted as a HRM practice which by critics has been noted more as a pseudo-empowerment, based on attitudinal shaping (Wilkinson 1998).

So in a nutshell, Human Resource Management is part of a business or company which recruits, develops and utilises an organisations personnel in the way which would benefit

the firm's objectives. It also creates alignment between an organisation's HRM strategy and the core objectives of a business.

2.2) Human Resource Management Practices

The HRM function can be thought of as having six menus of HRM practices, from which companies can choose the ones most appropriate to implementing their strategy. These menus are as follows:

- Job analysis and design
- Recruitment and selection
- Training and development
- Performance management
- Pay structure, incentives and benefits
- Labor and employee relations

Of the above six menus my topic for thesis is recruitment as every organization regardless of its size, product, or service, must recruit applicants to fill positions. Recruitment is very important, as if you have not recruited the best people around then you can not develop and train them accordingly. It is a base on which other HRM practices rely.

2.3) Recruitment

Recruitment is the process of attracting qualified applicants for the organization to consider when filling its positions. It creates a buffer between planning and actual selection of new employees **(some information is given in appendix)**.

Rynes defines recruitment as follows:

“Recruitment encompasses all organizational practices and decisions that affect either the number, or types, of individuals who are willing to apply for, or to accept, a given vacancy”.

Two strategic determinations must be made initially before the process begins. The first is whether the organizations want to do its own recruiting or to contract it out. Organizations lacking internal expertise might want to have an outside vendor do the recruiting for them. The vendor might be used for all recruiting or only for specified jobs. Some organizations find that it is cost-effective to outsource all recruiting gaining access to expertise and efficiencies of scale. Other organizations find that using vendors to recruit for specific jobs is most effective and efficient.

2.3.1) Reasons for Recruitment

Recruitment, or taking on employees, is one of the personnel department's most important tasks, as the success of any business depends to a large extent on the quality of its employees.

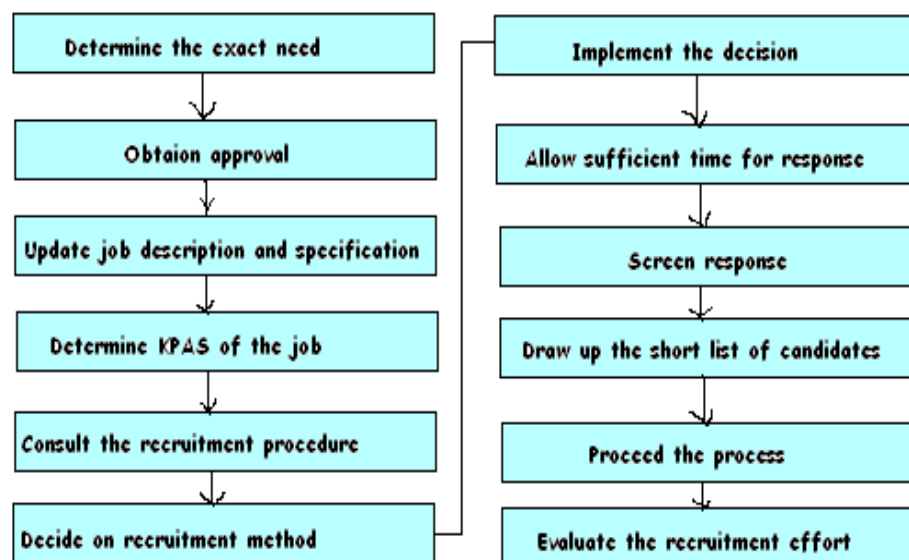
Employees may be needed when:

- The business expands
- The business targets a new market
- New skills are needed because of technological advances
- Employees are dismissed, or retire, or leave to join other firms

2.3.2) Recruitment Process

Recruiting workers in different countries have different recruiting processes, for instance Japanese and German employers, develop long term relations and primarily recruit from the best and brightest high school students. Students in those countries are aware that their final examinations determine their job potential, which in turn makes the exams very competitive. Honda and Toyota select their future workers directly from high school based on their final exam scores. In Germany, half of each high school graduating class goes directly into employers' apprenticeship programs.

A general recruitment process starts with determining the exact need. After that approval must be taken. Job analysis is important next step as it tells the exact nature of the job, and the knowledge, skills and other qualities required to do it. Job description and



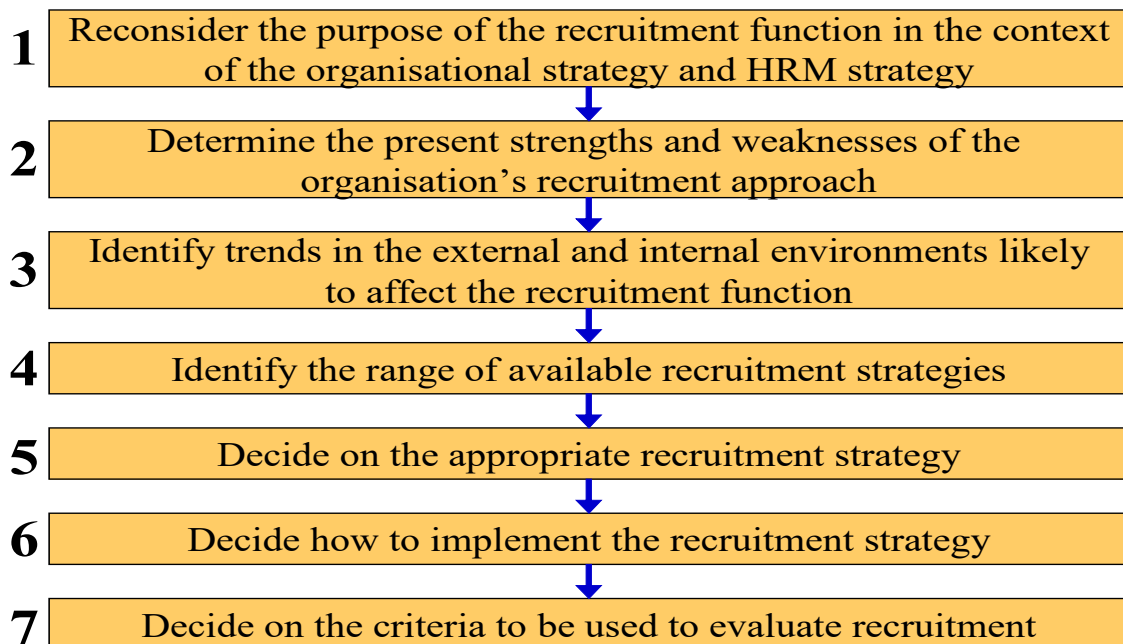
specification would be updated or combined accordingly. Choosing the recruitment source would be either a person should be recruited internally or externally. After that the process would be implemented and at the end recruitment effort would be evaluated.

Recruiting good applicants has always been challenging; however demographic and economic factors in today's society require employers to utilize more flexible and innovative recruitment methods. The reality, which was projected by the Bureau of Labor Statistics, is an aging workforce that has fewer young people entering the job market to replace retirees; in addition, of those new entrants, 83 percent are women, members of minority groups, or immigrants. This changing workforce enables employers to achieve diversity.

2.3.2.1) Strategic Approach to Recruitment Process

The strategic approach to recruitment comprises of the seven steps. First of all the purpose of the recruitment should be considered in the context of organizational strategy as well human resource management strategy. Before identifying the trends of recruitment in external and internal environment, present strengths and weaknesses of the organization's recruitment approach must be determined. Then identify the range of available recruitment strategies and select the appropriate strategy. Finally implement and evaluate it.

Strategic approach to recruitment



2.3.2.2) Factors to Consider in the Recruitment Process

In recruitment process, recruitment policy, external and internal conditions must be considered.

➤ **Recruitment policy**

It provides the objectives and guidelines for the recruitment process

➤ **External**

Externally labor market conditions, government policy and legislation and trade unions should not be overlooked.

➤ **Internal**

Strategic plans, organization policy, recruitment criteria and costs are important factors.

2.3.3) Components of Recruitment Procedure

There are three components in a recruitment procedure.

- First, there is the job analysis performed in order to gather all relevant information about the job demands and to set the hiring standards. The relevant information can be obtained from different sources, such as employees with similar jobs, division managers and all other relevant people involved in the position posted. In order to carry out a proper job analysis a carefully planned internal communication is needed.
- The second component concerns the recruitment strategy, the strategy to spread all relevant information among the possible set of candidates (**an article about effective recruitment strategies is given in appendix**).
- Finally, the third component is the selection method, the purpose of which is to screen the applicants' abilities and traits in order to assess the degree of success and compatibility of the individual in the organization. This is the phase of the recruitment strategy where the communication between the two parts (employers and job seeker) is crucial; communication is increasingly important as more attention is paid to the costs of poor selection.

A more detailed description of the contents of each of these phases will now be given in the following subsections.

2.3.3.1) Job analysis (Internal Communication)

An important part of the job analysis is the job description. The job description should tell the applicant about the existence and contents of the job and the contribution to the organization the job holder will be held accountable for. Moreover, it should give the employer a measure (or indication) of the productivity the applicant should possess in order to meet the job demands.

The possible uses of job analysis are shown in the table:

With respect to individuals	With respect to organization	Law requirements	Industrial relations
Selection	Organizational analysis	Health and safety	New machinery
Induction	Restructuring	Equal opportunities	New technology
Promotion	Organizational development		Standards of productivity
Transfers	Human resource planning		New working arrangements
Assessment	Salary administration		
Training			
Salary progression			
Grievance			
Discipline			

In order to have a clear picture of the skills a certain position or job requires, the following information appears in general to be useful:

- Job identification, in particular job title, department, division, company name, location
- Relationships with others, notably vertical relationships (supervision and monitoring) or horizontal relationships (liaison with others, co-operation)

- Job content, especially the actual tasks of the job, the level of responsibility of the task, frequencies of performance, the importance of the task
- Working conditions, for instance physical environment (noise, heat), social environment (working in a group, night shift), economic environment (salary, fringe benefits)
- performance standards/objectives, expressed in quantitative terms (for example, level of output or sales, time limits to be met) or in qualitative terms (for example, maintaining a certain quality standard within the group)
- human requirements, such as physical and psychological characteristics of the applicant that would comply with the demands of the job

2.3.3.2) Recruitment Channels (External Communication)

After the gathering of all relevant information, the substance of the information must be made available to the job seekers; this is made possible by using recruitment channels. Their purpose is to render the relevant information about the vacancy concerned accessible to targeted groups of potential candidates, hence helping the applicants in their decision making by giving a sort of preview of the working conditions to be expected. Recruitment channels can be classified according to two major criteria:

2.3.3.2.1) Internal Recruitment

Internal recruiting involves recruiting current or former employees for job openings in the organization along with soliciting referrals from current employees. Following are the various methods by which internal recruitment is done.

➤ Human Resource Management Information System

Sophisticated Human resource management information systems and employee databases are excellent sources of applicants. Many of these systems include data on employee training, education, and skills. In addition, some systems also include information on employee career goals and employee performance ratings. The system is able to match the requirements of a job with the characteristics and career goals of an employee to instantaneously create a potential applicant list. These employees can then be contacted, often by an automated email system, regarding their interest in a job opening.

➤ Job Posting

Job posting is the process of advertising and publicizing job openings to employees. This might be accomplished by physically posting the opening on

bulletin boards or by electronically posting them on the company's intranet or Internet. It is then up to the employee to actually apply for the position.

➤ **Job Bidding**

Job bidding is similar to job posting and is more common in unionized environments. Job bidding permits an employee to apply for a position even if no openings exist. The employee's application is then held for a period of time, usually for a year, and the employee receives automatic consideration should the position come open. The process is often referred to as automatic consideration. Job bidding might be more efficient when openings for a job come open quite frequently. The employer can go to the job bid list without having to post each opening separately.

➤ **Former Employees**

Former employees are often a good source of applicants. Former employees include three categories:

- Employees that have temporarily dropped out of the workforce. For example, individuals that have elected to stay home with their young children. Often these former employees are ready to come back to the workforce or are willing to accept part-time employment.
- Retirees that might be willing to come back to the employer on a consultant or contract basis.
- Employees that have left the organization for work in another organization.

Assuming that these employees were good performers prior to their exit from the organization, they are likely to be good performers on their return. Many organizations have alumni and retiree clubs and groups to keep in touch with former employees. This frequently provides a rich base from which to recruit. Often employees leave thinking that a new organization provides a better working environment, better pay, or more challenging work, only to be disappointed. They often can be enticed back to the organization.

➤ **Former Applicants**

Applicants that previously applied for positions with the organization are to some extent known quantities, depending on how far they got in the selection process. Good applicants should be reconsidered. Many organizations keep files on excellent candidates that were not selected for prior openings and re-recruit them for current positions. This method is both efficient and effective. Much of the screening might have already been done and, if the applicants were previously interviewed, they might have already been judged as acceptable.

➤ **Employee Referrals**

Many organizations have active formal employee referral programs, particularly in tight job markets or where the employer has difficult-to-fill or high-turnover positions. These programs reward employees for referring applicants to the organization. Other organizations have less formal programs and encourage employees to refer potential applicants, but do not provide an incentive for doing so.

Experience and research show considerable benefit to the employee referral type of recruitment. First, employees are not likely to refer applicants that would not be good employees. They do not want to be embarrassed by the performance or conduct of their referral. Also, candidates that are referred by employees typically already have begun the orientation process and have somewhat of a realistic job preview via their relationship with the current employee. Finally, there is a positive correlation between employee referral and employee retention of those hired as a result.

There is, however, one potential problem that can be associated with employee referrals. Employees tend to refer their relatives and friends, who most likely are of the same ethnicity or gender as themselves. Therefore, this type of recruitment does not normally facilitate the achievement of diversity and affirmative action plan goals and can create adverse impact. This is particularly true if the organization has a past practice of discrimination.

2.3.3.2.1.1) Advantages of Internal Recruitment

The advantages of internal recruitment are as follows:

- It enables the firm to create a career structure for suitable employees. They can be promoted by being selected for a more important job. If a company is known to favor internal recruitment, it may help to attract other ambitious recruits to the firm.
- It reduces the recruiting costs which include not only the orientation cost but also the training cost. It reduces orientation costs because the employee already is familiar with the job and organizational culture and it reduces training costs because the employee likely has already learned some of the requirements of the job through exposure to the job.
- The employee's performance and skill levels are already known which helps in making the recruiting decision quicker.
- It increases employee commitment as it provides opportunities for the employees to increase his or her salary. It also promotes high morale.

- Employees are familiar with the organization's norms and values.

2.3.3.2.1.2) Disadvantages of Internal Recruitment

Some of the drawbacks of internal recruitment are as follows:

- Internal recruitment may cause resentment or jealousy among other employees, and it can make the organization sterile if all the top posts are filled by long-serving employees with few new ideas.
- It can negatively affect morale and commitment of the employees not promoted.
- It does not encourage new and innovative ways of doing things as mostly employees would be doing the work as already being done by them.
- It promotes individual competition for promotion, which can affect cooperation and collaboration
- It may limit the number of candidates as well as managers may resent loss of staff to other departments.
- Employees may resent receiving orders from former equal employees.
- It may create another vacancy to be filled.

2.3.3.2.2) External Recruitment

External recruitment refers to the filling of job vacancies from outside the business. Most businesses engage in external recruitment fairly frequently, particularly those that are growing strongly, or that operate in industries with high staff turnover.

Basically external recruiting involves obtaining applications from individual external to the organization. A threshold strategic issue for the SHR is the determination of the appropriate external labor market from which to recruit. For lower-level jobs, the appropriate market is most likely to be the local labor market—defined as the geographical area from which most people are willing to commute.

However, a sufficient applicant pool might not be available in the local labor market for many jobs. For certain types of jobs, particularly professional jobs, the appropriate labor market is determined in terms of the profession. Recruiting is often most effective when performed inside the profession, using professional organizations and professional journals for example. For mid-level types of positions, a regional labor market might produce a better applicant pool, whereas many top-level and highly specialized jobs require recruiting nationally and even internationally.

Use of the Internet facilitates a broader recruiting area. However, Internet recruiting often is not appropriate, effective, or efficient for many jobs and the critical decision affecting the success of a recruitment effort remains in the selection of the appropriate labor market from which to recruit.

There are many methods by which external recruitment is done, few are discussed here and **others are given in the appendix.**

➤ **Employment / Recruitment Agencies**

These businesses specialize in recruitment and selection. They often specialize in recruitment for specific sectors (e.g., finance, travel, secretarial). They usually provide a shortlist of candidates based on the people registered with the agency. They also supply temporary or interim employees. Private employment agencies can be viable sources of applicants. These firms most frequently charge the organization a fee for referral of candidates, either on a contingency or retainer basis. Contingency-based firms receive the fee only if the applicant is hired, whereas retainer-based firms receive a fee for engaging in the search even if no one is hired.

Employment agencies normally prescreen the applicants for the organization and refer only those that are qualified. The agencies often have contacts and relationships that the organization does not, and might be able to locate excellent candidates for higher-level managerial and hard-to-fill technical and professional positions. Although using employment agencies and search firms might be cost-effective and yield results that the organization could not achieve on its own, doing so can be extremely expensive. Costs for using these types of firms often run 25–30% of the yearly salary for the position being recruited.

➤ **Temporary Employment Agencies**

Many private employment agencies provide temporary, part-time, or just-in-time workers. These employees are paid by the temporary agency and are not employees of the organization. Temporary agencies screen these workers and often provide training. These agencies have traditionally provided lower-level blue-collar and clerical workers, but that is no longer the case. There are now temporary employment agencies that specialize in providing technical, professional, and managerial temporary workers. There are even agencies that specialize in temporary executives up to and including CEOs.

Temporary employment agencies are very flexible. The employer has no continuing obligation to the employee and can, within limits, rotate them in and out of the organization. This is especially important to firms that have frequent variations in demand or are seasonal in nature. Employers pay a fee to the temporary agency and do not have to worry about employee benefits or employment taxes. In addition, organizations often use the temporary

employment as a probationary period. The temporary agency permits the organization to hire these temporary workers as permanent employees for a fee.

➤ **Headhunters / Recruitment Consultancies**

They are the up-market recruitment agents who provide a more specialized approach to the recruitment of key employees and/or senior management. They tend to "approach" individuals with a good reputation rather than rely on long lists of registered applicants - often using privileged industry contacts to draw up a short list. The cost of using a headhunter or recruitment consultant is high (**an article about using recruiters in job search is given in appendix**).

➤ **Job Centers**

Government run agency - good for identifying local candidates for relatively straightforward jobs. These are basically a nationwide chain of government agencies, which have details of local job vacancies and of a smaller number of jobs elsewhere. They deal mainly with manual and office work. They also provide other services for the unemployed, such as details of training courses. Their services are free to both employers and job applicants.

➤ **Government Funded Training Schemes**

There is a variety of government funded schemes that provide potential recruits, including the New Deal and Modern Apprenticeships. The advantage of these schemes is that government funding lowers the cost of employment and the business can get to know the employee before committing for the long-term. However, relatively few employment requirements are covered by these schemes.

➤ **College and School Recruiting**

College and university recruiting is a good source of entry- and mid-level managers and professionals. In general, college recruiting requires a continuing relationship with the organization and its placement office, and a history of hiring the college's graduates. These together tend to put the organization at the front of the referral queue. However, this is often an expensive proposition requiring expenditure of both staff and financial resources. Sponsoring professional clubs and providing scholarships and internships can be expensive if the organization never hires individuals from the college. Many organizations have scaled down their college recruiting efforts to focus on a few schools where they can maintain a continuing presence and hire excellent candidates in a cost-effective manner.

High schools are a good source of blue-collar, clerical, and retail entry-level positions. Many organizations do not realize the potential of recruiting at this level, often assuming that graduates will pursue higher education. Good relationships with school counselors and athletic departments often facilitate this type of recruitment.

➤ **Job Fairs and Special Events**

Job fairs held by other organizations—for example, the local chamber of commerce—tend to attract a wide variety of applicants and might provide the organization with numerous recruiting leads and applicants. However, many organizations have found that some individuals attending these types of events are merely shopping and are not really interested in changing jobs. In addition, many of the individuals tend to have low skills and might be largely unemployable. That being said, job fairs held by organizations such as professional associations (for example, the Society for Human Resource Management) can be an excellent source of candidates.

Internally held job fairs have proven to be an effective means of recruitment, particularly for entry-level blue-collar and clerical employees. Organizations often open up their facilities during the evening or on the weekend and provide free food and prizes as an incentive for potential applicants to visit. Actually visiting the work site begins the realistic job preview process and might result in better retention of applicants who are actually hired.

Organizations have also found that using special events as a recruiting tool has proven effective. A booth or kiosk at sporting and civic events could produce viable candidates.

➤ **Labor Unions**

Labor union hiring halls are often a good, and sometimes the only, source of applicants. This is particularly true in the construction trades.

➤ **Customers**

Loyal customers are pleased with the organization's product or services. To some extent they have made a commitment to the organization, and might be familiar with the culture, the responsibilities of some of the jobs, and the working conditions. In other words, they have a realistic job preview. Many organizations have found customers to be an excellent source of candidates. They frequently recruit actively in their retail establishments, taking job applications on the spot and providing easy access to employment information and application procedures on their websites.

➤ **Suppliers and Competitors**

Employees of suppliers and competitors are often good sources of applicants. They are familiar with the industry and frequently familiar with the organization itself.

➤ **Walk-Ins**

Many organizations accept applications from individuals that visit the organization for the express purpose of inquiring about job opportunities. Walk-ins have been found to be good sources of entry-level employees. The mere fact that they have taken the time and effort to visit the organization shows some level of interest and commitment.

➤ **Outplacement Firms**

Many organizations have formed alliances with outplacement firms. These firms provide placement assistance to individuals, many of whom have been involuntarily separated from their former employer through no fault of their own. These individuals are often excellent candidates.

➤ **Internet**

The Internet has opened up all sorts of possibilities and associated challenges in recruiting. It provides access to a worldwide population of potential applicants. There are essentially three major sources of applicants using e-recruiting: commercial job boards, professional/trade association websites, and the employer's website.

Many organizations have successfully used commercial job boards such as Monster.com and Hotjobs.com where, for a fee, employers can post job opportunities. Job boards have been found to provide access to a large number of qualified candidates. However, because of ease of access many of the candidates often are not seriously looking for a new job but are merely testing their competitiveness in the job market or trying to determine current compensation rates.

Many professional and trade associations publish job openings on their website. These can provide viable candidates for specialized positions.

Larger employers now provide employment information on their websites. They typically find this to be an effective and efficient means of generating applications. To be effective, access to job information must be easy. Most employers provide a button on the home page that leads prospective applicant to the information. Effectiveness is increased if the web page for employment information continues the same format and theme as the home page and is consistent with the organization's image and culture.

Internet recruiting can save time because the application forms and/or resumes are readily available. Applicants can be immediately contacted via email. Internet recruiting is typically much less expensive than media advertising or onsite

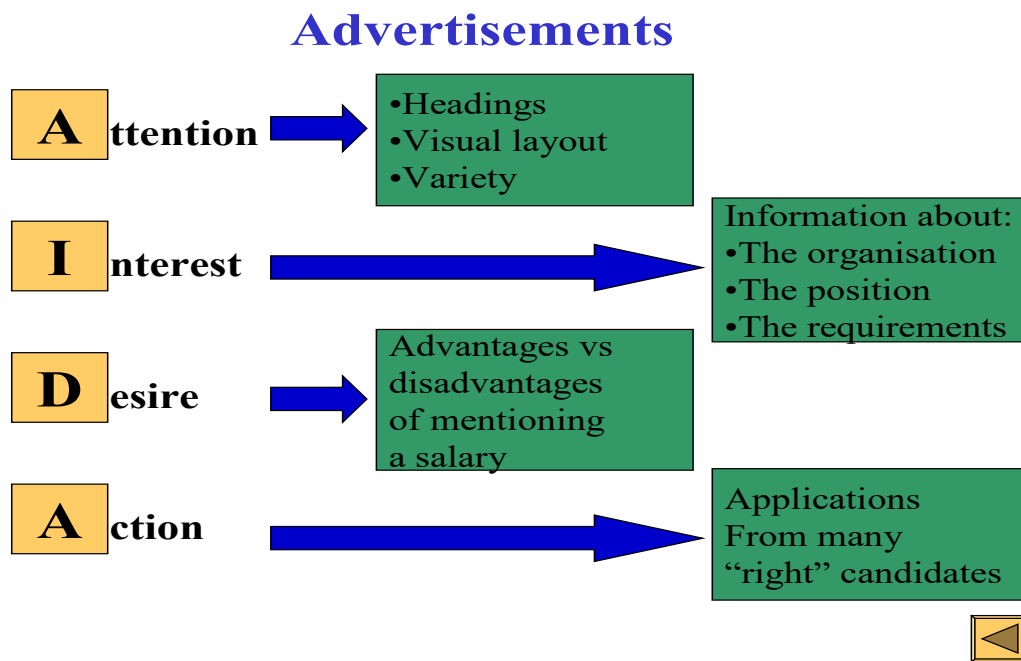
recruiting initiatives. Internet recruiting expands the relevant job market to the globe and has the potential to generate a large number of qualified candidates.

However, the ease of application in Internet recruiting and the wide exposure of job opening information often generate applications from those that are not qualified or that are not seriously looking for work. In fact, Internet recruiting might generate too many applications that must be screened and applicants that must be contacted, thus increasing the workload on HR. Fortunately, there are now software packages that can largely automate many of these processes.

➤ **Advertising**

Last but not the least source of external recruitment is advertising. It is probably the most common method. Advertising allows the employer to reach a wider audience. The choice of advertising media depends on the requirement for the advert to reach a particular audience and, crucially, the advertising budget.

This is one of the most common methods of obtaining employees. A job advertisement should not only describe the job fully, and the skills and qualifications required but also should indicate what is being offered in the way of training, fringe benefits, career prospects. The personnel department usually chooses the newspaper or magazine in which a job should be advertised; the wording and the size of the advertisement; and how often the advertisement should be inserted.



Job advertisements range from a sole proprietor's card in a shop window, costing a few cents a week, to a company's display advertisement in a quality national newspaper, costing hundreds of dollars for just one insertion. It is important to choose the most appropriate newspaper or magazine for the kind of job. It is easy to find out from the publication about their readers - their socio-economic group, gender, age, etc. This helps the personnel department to choose the most suitable publication. Quality national newspapers are used mainly for advertising senior managerial and professional vacancies in both the private and the public sectors. Business and professional magazines are used mainly for specific technical and professional posts. Local newspapers are used for a variety of local jobs at all levels, ranging from the unskilled to senior management (**an article about what should be in advertisement is in appendix**).

Media advertising refers to recruitment using radio, television, newspapers, and so forth. This is a technical area requiring expertise not normally available within the HR function. Writing effective advertisements frequently calls for professionals in the field. Professionally done media advertising can be an extremely effective and cost-efficient recruitment method. It allows the organization to reach a large number of potential applicants, often resulting in significant savings in hiring costs. By use of appropriate outlets targeted protected groups can be reached, which facilitates diversity and affirmative action efforts. However, when poorly done media advertising can be extremely expensive.

2.3.3.2.2.1) Advantages of External Recruitment

Following are the cons of the external recruitment.

- It provides a larger choice of candidates as a wider audience can be reached which increases the chance that the business will be able to recruit the skills it needs.
- It brings not only the new ideas and methods into the workplace but also the expertise and experience not currently available internally.
- It provides a greater flexibility in amount of salary offered.
- As employee starts with a clean slate therefore they have no internal political affiliations.
- It might reduce training costs and time if the employee comes to the organization with skills to do the job.
- It might facilitate diversity and affirmative action initiatives.

2.3.3.2.2) Disadvantages of External Recruitment

Following are the disadvantages of the external recruitment.

- Individual might not be a good fit with the organization and organizational culture.
- It might lower morale and commitment of current employees that are deprived of promotion opportunities.
- It is a long process of recruitment, selection and appointment.
- It may cost organization a lot in terms of costly advertising and/or agency fees.

2.3.3.3) Selection (Two-Way Communication)

Selection has become more and more important for firms, since reduced job mobility means that selection errors are likely to stay within the organization for a longer period. Firms use this second flow of external communication in order to diminish the risk of mistakes in recruitment. The purpose of selection is not only to assess the applicants' productivity (or ability), but also to determine whether the applicant concerned is a potential "quitter". If this is the case, the amount of time and resources invested in training the hired applicant will never yield the expected returns, since the hiree will not stay with the firm long enough.

Common selection techniques are: application forms, psychological tests, interviews, references, assessment centers, consultants. In many cases two or more methods are used in combination. Nevertheless, the cheapest way to select personnel seems to be the applicants' self-selection. In order to exploit fully this feature, realistic and complete job-related information must be provided to the applicants. It may be important to note that self-selection can be triggered by two factors: either by a realistic job preview or by a seemingly non-professional recruitment procedure (for instance, a long waiting time between successive steps, or delays in replying to candidates). The first factor tends to eliminate from the pool of potential applicants those who are not suitable for the job, thus enhancing the quality of applicants; the second one has the effect of eliminating good applicants who in the meantime have found a suitable job elsewhere or who perceive a poor professionalism in the firm, thus lowering the average quality of the applicants.

2.3.4) Evaluating Recruitment Effectiveness and Efficiency

Efficiency evaluation is largely operational in nature, whereas effectiveness evaluation is strategic. Unfortunately, organizations tend to do a rather good job at developing efficiency metrics, but a poor job of developing effectiveness measures. The efficiency metrics provide information regarding the accomplishments of short-term objectives.

However, the critical issue is the long-term strategic impact of recruitment activities on the success of the organization (effectiveness metrics).

Typical efficiency metrics are as follows:

➤ **Quantity of applications**

This is a gross measure of the effect of recruitment activities with the philosophy that the more applications an organizations gets, the more likely it is to fill its openings with highly qualified individuals. Quantities can be evaluated by source, for example giving a gross estimate of the cost-effectiveness of television versus newspaper advertising.

➤ **Quality of applications**

Organizations might want to evaluate the percentage of applications that were considered qualified for the job or that were actually offered an interview. Again, this is a gross measure of the impact of the recruitment program and can be analyzed by the source of the application.

➤ **Time to Fill**

Most organizations evaluate the time it takes to fill a position, typically in terms of the number of days from the date the request is received in the HR department until new employee actually reports onboard. These data are then compared against goals, historical averages, and benchmarks to evaluate recruitment efficiency.

➤ **Yield Rates**

Recruitment is often evaluated in terms of yield rates from one stage of the process to another. For example, the organization needs to know what percentage of applicants were actually considered to be qualified for the job, what percentage that were qualified passed the initial screening, what percentage passing the initial screening also passed the pre-employment tests, what percentage passing the pre-employment test were offered in-person interviews, and so forth. This provides an additional measure of efficiency in that higher yield ratios reduce wasted staff effort and produce more viable candidates for the organization to consider.

➤ **Cost per Hire**

Many organizations track the average cost to hire employees, typically by dividing all recruitment-related expenses by the number of actual hires. The measure provides an indication of the efficiency of the recruitment program in terms of costs, but yields little information regarding effectiveness. Also, the calculation of recruitment costs is often difficult.

➤ **Selection Rates**

Selection rate provide some indication of efficiency because they evaluate the number of new hires against the total number of applicants. For example, if 50 hires were made from an application pool of 100, the selection rate is 50%.

However, one cannot really necessarily evaluate that metric in terms of effectiveness. Presumably, the higher the selection rate, the more efficient and effective recruitment process. Selection rates along with other measures of efficiency neither give the organization any indication of the actual performance of an individual after being hired, nor do they tell the organization anything about employee retention.

➤ **Acceptance Rates**

Some organizations track selection rates, which are typically evaluated as the number of applicants that accept the position divided by the number of applicants that were offered the position. The higher the ratio, the more efficient the recruitment program is considered to be. However, acceptance rates can be significantly affected by outside influences that have nothing to do with the quality of recruitment efforts. For example, acceptance rates could be expected to be appreciably higher during periods of high unemployment.

This metric is frequently used to evaluate both individual recruiter and recruitment sources. When evaluating individual recruiters, the interest is in how effective the recruiter is in actually convincing the applicant to accept the job. This might be a critical issue, especially with higher-level jobs where the costs of recruiting are substantial. The organization is also interested in knowing whether the acceptance rate differs among the various recruitment methods so that it can adjust its strategies.

Effectiveness measures are those that evaluate the long-term strategic impact of the recruitment program. An effectiveness measure frequently overlooked is that of customer satisfaction with the recruitment process and results. In this case, customers can be defined in a number of ways. First, management satisfaction should be evaluated. Managers should be questioned as to their overall satisfaction with the recruitment process and the timeliness of actions and the quality of recruits in particular. Because managers at different levels often have different expectations, satisfaction should be surveyed at multiple levels in the organization. The second, and probably more important, customer group is the actual recruits themselves. This includes both those who were hired and those who were rejected for employment. They should be questioned about their perspectives regarding the various stages of the recruitment and selection process. These data often provide valuable information regarding recruitment effectiveness and identify areas that might need improvement.

The effectiveness of recruitment efforts should be evaluated in terms of eventual employee performance and retention. In the press of current requirements historical research is often ignored. Yet these data are the ones that allow the organization to fine-tune current operations. Organizations that have effective recruitment evaluation programs periodically (usually yearly) evaluate a sample of hires from previous years, correlating retention, promotion rates, and performance data with recruitment sources, selection tests, and other employment practices. Evaluation of individual recruiters can also be done using the same process. These data provide rich information as to the long-term effectiveness of recruitment programs. The potential value of these types of evaluations is, however, moderated by the nature of the organizational environment and the organizational strategies. These data have the greatest impact in planning and engaging in activities to improve the recruitment program when the environment is relatively stable.

2.4) Recruitment in Large Firms and Small Firms

Recruitment in large firms and small firms has been looked at, which has revealed that mostly large firms follow formal recruitment process whereas small firms follow informal methods.

2.4.1) Recruitment in Large Firms

Large firms follow a proper and formal procedure to hire and select their employees. To better understand this, example from the airline industry has been explained.

2.4.1.1) Southwest Airline

Southwest, to have a competitive edge over its competitors, use formal recruitment method. According to Southwest's V-P of the People Department, Libby Sartain, the key to recruitment and selection for frontline positions is to hire for attitude, not skills. The recruiter's primary role is to make sure it is a good cultural fit.

Each year, Southwest's 90,000 applicants go through an application process that includes a personality test as well as interviews by a recruiter, the candidate's potential supervisor and a peer employee. Southwest hires for attitudes and trains people for specific skills because of the belief that skills can be taught but attitudes cannot be changed. Part of the interview process involves testing for "a sense of humor, ability to work with others, and friendliness. This is done in interviews where applicants tell jokes and role-plays a variety of situations to demonstrate teamwork and the capacity to act spontaneously.

2.4.2) Recruitment in Small Firms

Millward et al. (1992) found that, whereas larger enterprises relied greatly on formal methods and bureaucratic procedures by specialist personnel departments, the small business owner/manager is likely to handle recruiting and personnel matters without

delegating and is unlikely to have any relevant skills. Research on tourism and hospitality firms in general refers to informal and unsystematic recruitment methods (Lucas and Boella, 1996). Others, who have carried out research into recruitment in small firms in general, have found a reliance on informal methods.

This is entirely appropriate for the sizes of firms in question. Implications of informality, however, may include being in breach of current employment law and may also result in recruiting people who are inappropriate in the long run. Informal recruitment practices and inappropriate selection can lead to high labor turnover.

2.4.3) Theory Supporting Informal/Internal Source

According to Kirnan, two major theories may explain the often-observed fact that informal/internal sources provide better employees, the prescreening hypothesis and the realistic job information hypothesis. The first theory claims that applicants using this channel have been pre-screened by the referent (usually a current employee), who has the advantage of knowing both the job demands and the applicant's attitudes; thus he is able to judge whether the applicant is suitable for the job and he will refer only those applicants who are in his opinion suitable for the job concerned. Moreover, current employees perceive that their reputation is at stake with a referral, so that they are encouraged to refer only the best applicants. The realistic job information hypothesis states that individuals who are provided with realistic job information are more likely to stay in the job because their expectations are more likely to be met. In this way the risk of dissatisfaction is reduced.

2.5) Issues Considered During the Recruitment Process

There are some current issues in and around organizations of all kinds which recruiters and those responsible for managing organizations more generally, might consider when embarking on the recruitment process. The issues spring from the perspective that, whenever one recruit, one is, to a significant extent, first creating and then continually re-creating the organization.

2.5.1) Dilemmas

There are four dilemmas to those who are shaping organizations. These dilemmas can be summarized as:

- Flexibility or Security
- Control or Empowerment
- Competence or Learning
- Comfort or Challenge

Each dilemma would be looked at in respect of what the recruiter needs to think about when faced with them.

➤ **Flexibility or Security**

The government is constantly urging upon anyone who will listen the need for greater labor market flexibility. Labor market is changing very fast, its needs are changing. The ultimate question faced by the recruiters, keeping in mind the changes in labor market, is what can an organization offer the potential recruit?

A choice must be made between flexibility and security. Long-term job security – certainly in the sense that people may expect to do the same job over the long term – has gone. Employment security is less and less available.

So what can be offered in return for the flexibility in the length and terms of employment on offer? How realistic is it to expect the same level of commitment and motivation when one side of the contract is being reduced from what it was in the past?

In return for job flexibility, comprehensive job training and career development must be offered. If one cannot give people a long-term career with organization, one can at least offer them opportunities for learning and personal growth which will keep them up to date in their profession, enhance their personal, managerial and supervisory skills and otherwise keep them marketable. This is positive labor market flexibility. Recruiters can negotiate a genuine contract which recognizes the reality of where the organization is. Fixed-term contracts can be a device for avoiding redundancy payments and so on, but equally may be the most honest expression of uncertainty about staff needs, in terms of numbers and skills, some years ahead. All these issues set the framework for the kind of psychological contract, as well as the legal contract of employment, which can be established at recruitment.

➤ **Control or Empowerment**

The second dilemma is “control or empowerment”. Almost all organizations are getting flatter in structure as well as smaller in terms of staff numbers. Increasingly, whole layers of people are disappearing in large organizations and fewer layers of management means that people lower down are required to take on additional tasks, responsibilities and accountabilities. But many organizations and the people within them are struggling with the idea of really empowering those people to take on those roles.

The buzz word “empowerment” really only means what used to be called real delegation –giving people not just the accountability for the job, but the power and authority to do it within clearly negotiated boundaries, and then being prepared to let them do it their way. Many managers have trouble with this because it involves giving away power and trusting people. It also involves those

people making mistakes and the recognition that making mistakes is part of learning. Empowerment has become, all too often, a cover-up for delegating blame, not power, to people who contracted to accept neither when they were recruited.

A recruiter must look at how often is empowerment imposed on, rather than sold to, employees. The contract which was established at the time of recruitment is being changed and that contract is not and should not be a one-way street. At the time of recruitment, what expectations are set about the culture of the organization? How much is accountability and power really disseminated? Where does the organization stand on the control/empowerment scale? Are the people recruited able and willing to accept real responsibility? How can they be equipped to do so?

All too often these issues are ignored or only touched upon and not explored in depth. In considering expectations, there are other “softer” issues of organizational culture to be considered. What about the degree of formality/informality, the internal political climate in which the organization operates and the openness of the organization to feedback and questioning of received wisdom? All of these factors are relevant at recruitment and in all of these areas, change is happening faster and faster. All of these issues are about setting and negotiating expectations against a constantly changing background.

➤ **Competence or Learning**

The third dilemma springs from the other two. It is the dilemma of “competence” or “learning”. “Competence” is being used in the technical sense of competence against set performance criteria.

It has become increasingly recognized that traditional professional qualifications (and even more, purely academic ones) are no reliable indicator of ability to perform in the workplace. Competence-based qualifications aim to correct this by assessing candidates against measures of actual workplace performance in the form of specific performance indicators in defined ranges of circumstances. There is, however, the danger that the competence-based route could lead to a kind of fossilized thinking about job roles and skills. Once labeled as “competent”, the individual (and their employer) may assume that the label is a “ticket” for life. Therefore, it is particularly important that the emerging competence frameworks for information professionals should place the heaviest emphasis on the competence of “learning to learn”.

In the meantime, recruiters face the third dilemma of balancing current competence against flexibility, adaptability and openness to learning. Ideally, of course, one might go for both, but that it not always possible and it may be necessary to make a trade-off between those who are locked to some degree within a professional straightjacket and a more open approach. This is particularly relevant to those who are seen as moving from professional to more senior

management roles. It is not easy to say to a mature professional, often in middle life, that the qualifications needed in a new, more senior role are now managerial, rather than professional or academic.

In recruitment, therefore, perhaps recruiters should be looking for the skill mix for the future rather than for the present and the career potential of applicants quite as much as their current role and competences. In practice, faced with jobs to be done, lack of cover for essential tasks and deadlines to meet, it is all too easy to go for the applicant who can make an immediate contribution and solve the short-term problem possibly at the cost of employing someone whose capacity to grow with the organization is limited.

➤ **Comfort or Challenge**

The last dilemma is “comfort or learning”. All recruiters seek people who will “fit”; people they feel comfortable with. This is a perfectly natural tendency and in many ways valid. After all, organizations evolve slowly as individuals arrive, grow, develop and depart. Any newcomer should surely move in with the least possible disruptive effect. If organizations are constantly to face change and challenge from without – new demands, new ways of thinking, new markets for services, then organizations internally must be able to cope with those changes. There is a well-established framework of theory of organizations that states that the diversity of the environment in which any organization exists must be mirrored by the internal richness and diversity of the organization itself.

Mostly when recruited to a post within own profession, people have a pretty good idea of the sort of person they want. They need to have a range of professional skills and, more important, values and behaviors. In short, they need to be rather like them. But by following that instinct, they run the risk not only of failing to achieve the diversity of skills and competences needed but, perhaps more dangerously, recruiting people who will not challenge the received wisdom, who will conform to the organization as it is rather than helping to create the organization it needs to become.

Doing something about this is difficult but nonetheless essential. One must recruit for diversity and challenge, but not for destructiveness. However, bring in those who will constructively, though not always with the greatest tact, challenge everything the organization does. All organizations must develop a culture and much attention has been paid in recent years to this concept of organizational culture as that which differentiates otherwise similar organizations one from another: Marks & Spencer from British Home Stores, Sainsbury from Tesco, etc. But a culture which simply defines what and how an organization is now becomes merely another mechanism for limiting, rather than encouraging, change.

One must develop cultural values about how one will learn and change to become something different. One of the key cultural dimensions of this latter kind is how

much value the organizations place on constructive dissent and challenge to existing ideas.

2.5.2) Key Thoughts for Recruiter

Creating and recreating organizations through the recruitment of people into them, should be done in full awareness of the philosophy and values which underlie and inform ones decisions and choices.

Following are some of the imperative thoughts for recruiter to properly recruit employees.

1. Recognize that every recruit one brings into the organization will change it – for good or ill. So spend an amount of time and effort on recruitment consistent with this impact on the organization.
2. Make conscious choices about flexible patterns of employment – part-time, stand-by staff etc. Consciously trade off security against commitment.
3. Recruit long-term staff for long-term organizational needs. Think radically about what those needs will be. If own top management is going to grow then recruit the potential for that now.
4. Be clear about how much organization wants to delegate and empower: negotiate expectations about autonomy and responsibility (and preparation for it) at the recruitment stage; recognize how painful it can be to give up power and control and allow people to make mistakes; recognize that some people (for whatever reason) will not want to take on responsibility, but do you then want them?
5. Discuss issues of organizational culture and style at recruitment. Again, establish expectations.
6. Place the highest value on the ability and willingness to learn – even at the expense of immediate operational competence.
7. Recruit for organizational breadth and diversity: you need it in a changing world and recruit those who challenge your ideas as often as those who support them.
8. Recruit those who will help develop a culture which is based on how the organization will change – not on how it will stay the same.

2.6) International Recruitment Trends

The increasing globalization of the marketplace combined with an ever increasing shortage of skilled staff and advances in technology have resulted in large scale changes to recruitment practices throughout the world.

It is apparent that the most significant changes to recruitment involve the development of professional employment organizations (P.E.O.), the use of email and the internet for sourcing jobs and candidates and the continuing trend towards contractors and temporary staff.

The recruitment industry is gearing up for these changes by developing strategic alliances and global partnering to ensure access to the best candidates world wide.

Professionalism, technical competence and the development of world best practice are the hallmarks of successful recruitment consultancies. Organizations hiring staff continue to undergo massive change in striving to be competitive and profitable.

Many organizations have moved to outsourcing all of their non-core activities. P.E.O. has emerged to manage multiple employee groups for companies outsourcing the human resource function. All employees from unskilled positions through to the CEO can, and are, outsourced.

This concept is quite different to the typical approach used by most temp agencies. Organizations of any size can benefit from this approach and employees, particularly those working in smaller companies, have much to gain from the combined benefits that a P.E.O. can offer as a large employer.

Increasingly, recruitment agencies are moving towards sourcing candidates through internet job boards enabling recruitment activity to occur in real time. The ability to recruit internationally has been a huge development and boon for organizations using these services.

In Asia, the concept of “a job for life” is rapidly becoming a vague memory as large scale retrenchment occurs and unemployment figures rise. The growth in temporary and contract positions is a continuing trend and one that is already emerging as a significant growth area in Australia.

Unfortunately, in Australia this growth has also brought with it unparalleled growth in the number of temporary hire firms, many of which lack the professionalism and skills required.

As there is no licensing requirement for recruitment firms, virtually anyone can set up a business with little accountability for their actions. The closest licensing in Australia is membership to the Recruitment and Consulting Services Association (R.C.S.A.), the peak industry body throughout Australia and New Zealand.

This is a professional development and self regulatory body made up of member firms which adhere to a strict code of ethics and conduct. The dismantling of the former Commonwealth Employment Service has resulted in confusion in the marketplace and inaccurate perceptions which pool all employment services under the one umbrella.

The fact is that only a very small number of private employment agencies are part of the new “Job Network”. The important philosophical difference between these services and the vast majority of private agencies is the focus.

Job Network agencies are contracted to find jobs for unemployed job seekers, therefore their key focus is on the job seeker.

Private agencies provide a service to employers using their skill, expertise, recruitment systems and networks to source the right candidates whether currently employed or not for their client companies.

The focus in this case is on the employer. This distinction may be subtle but it represents a quantum difference in the two approaches and, consequently, the quality of the service provided to meet the expectations of employers.

Information technology is a major growth area and positions will continue to emerge globally for skilled and qualified personnel. It is pleasing to note that Australia is at the forefront in many areas within the recruitment profession.

In particular, a strong emphasis on delivering a quality service and in ensuring the technical competence of consultants is given. The industrial relations environment has meant that in Australia there has been an emphasis on ensuring that the right staff is sourced which has resulted in quality recruitment techniques that are now in demand by overseas firms.

The following article gives you some hints on how to out recruit your competition and get the best candidates.

2.7) Out Recruit the Competition

The following article gives you some hints on how to out recruit your competition and get the best candidates.

We hear from our clients that they “hope the candidate takes the job.” Hiring a candidate shouldn’t be a guessing game. After you interview a candidate thoroughly, and spend a great deal of time and money getting them through the process, you should not have to worry about “landing them.” Donald Trump was quoted as supporting paying full price for something important to you.

Many deals, both in business and in personal situations, are lost over \$5,000-10,000. \$5,000 to \$10,000 broken down over time is a small amount. Imagine losing your dream house over \$5,000. That's roughly \$14 per month. That's a tough loss. Again, if there is something you must have, pay full price and don't let it slip away.

We recruited for a Tier One software company where many of the candidates were also being entertained by a Big 5 consulting firm. My client was the software company and almost always we would get the candidate (even though the compensation was less and the company name wasn't as prestigious; it was because the software company did a better job of recruiting). Here was their typical interview process.

2.7.1) Attracting the Right Talent

- An Executive Recruiter was always used
- There is something about being "recruited" that makes a candidate feel special
- They moved quickly from resume to first telephone interview

2.7.2) Transportation

- They arranged for excellent travel accommodations; flying better airlines at better times
- They arranged to have the candidate picked up at the airport by a limo service

2.7.3) Entering the Building

- They had a welcome sign at the door with the candidate's name on it
- The receptionist was expecting the candidate and made him feel important

2.7.4) Interviewing Process

- Candidates were chaperoned around from interview to interview; every candidate was treated as a guest in their house, not just another body interviewing
- After meeting everyone, the candidate had a nice debrief with a representative from the
- Human Resources department and was then escorted to the car waiting departure back to the airport

2.7.5) The Offer

- Selected candidates could expect a verbal offer within 48 hours of the final interview and a letter of offer sent overnight mail
- The offer could be contingent upon a good background check

2.7.6) How Candidates are Lost

- Waiting for days, if not weeks, for references and background checks
- Candidate can be recruited away while waiting for the background check to be completed
- Delays create hesitation in the candidate's mind about the hiring company
- Delays reflect poorly on the company's ability to move quickly
- Lowball offer after waiting

I have almost a 100% acceptance rate from candidates. Often times it isn't the best money or the best opportunity they had been offered. It was the high quality interviewing process. Considering the time and effort by the people in the company and the additional expenses of travel, companies can't afford to lose the right candidate. Hiring is like any relationship:

“The more you put into it, the more you get out of it.”

2.8) Increasing Diversity through Recruitment Practices

Increasing the diversity of an organization's workforce is a primary concern for many businesses with the realization that it can bring significant competitive advantage. Organizations are increasing diversity through recruitment practices and many are following diversity recruiting strategy.

An effective diversity recruiting strategy is made as follows:

2.8.1) Know the Market

In order to effectively recruit from minority groups, it is important to understand available talent market. Internal resources can be used to get to know the market place. Market research, marketing and sales departments, and corporate communications functions tend to be a rich source of information in relation to the diversity of customer base. Learn from sales and marketing team who, given the commercial benefit, will have

developed a sophisticated strategy for attracting and retaining diverse customers. In addition, official records exist, providing further information.

2.8.2) Build the Business Case

The linchpin to the success of any diversity recruitment program is to win the hearts and minds of those it will most closely impact – hiring managers. A sound commercial justification for recruiting for diversity is crucial.

The diversity issue is now widely recognized in the marketplace and organizations as varied as Ford, BT, the Police and JP Morgan have all appointed senior executives as diversity directors. Most companies appreciate that there is a commercial benefit to be gained by widening the candidate search to include diverse groups.

Joely Wharton (ex-European head of lateral recruitment at Credit Suisse First Boston) comments:

“Many companies simply recruit for diversity as it is seen as “the right thing to do”.

However, the commercial benefits of having a workforce with greater cultural awareness, more points of view, different approaches or best practice from different industries will lead to improvement to the bottom line. It will also generate greater respect and awareness for the individual amongst the workforce. Appointing a senior, visible diversity champion is essential. Often a company’s employment brand will not attract candidates from certain groups. Therefore both the internal culture and the external employment brand have to be changed, and the best way to achieve this is to lead from the top.

Vodafone is one organization that has a positive approach to attracting international talent across key European locations. It is conscious that it is a global business and wants its workforce to reflect this, recognizing that sharing and learning about cultural differences is key to its ability to succeed on a global scale. Capital has run many recruitment projects for Vodafone, and building a diverse talent pool has been a key objective on the majority of these projects.

Following key facets of diversity recruitment to the potential commercial impact are as follows:

➤ Achieving excellence through access to quality

Diverse thinking enhances evaluation and problem-solving ability, in part due to different frames of reference.

➤ **Product sales**

Product sales increase as a workforce reflects the interests and needs of the customer base which, for most organizations these days, is globally dispersed.

➤ **Product features**

Having diversity on product development teams helps ensure that products have features that are desired and can be easily utilized by more people.

➤ **Advertising and marketing become more effective**

Having diverse people collaborate on the design of advertising campaigns results in a more effective project, because advertisements can be understood by and reaches a culturally broader audience.

➤ **Globalization**

As companies become more global, it is essential that everyone thinks and acts with a broader understanding of the different ways to solve problems and sell products.

➤ **Employees and shareholders**

Diversity is one of the key elements that attracts and retains top performers. Also, in a changing world where more diverse people own stock, expectations for a diverse workforce increase.

➤ **Customer service**

Employees from diverse backgrounds understand and thus provide better service to diverse customers.

2.8.3) Channels to Market

The key to success in diversity recruitment is to widen the pool of recruits that is targeted, and to have an effective strategy to reach target audience. The most important aspect of recruitment from a consumer's or customer's point of view is that the best people are recruited to do the job. Employees are the backbone to an organization's competitive advantage, and if the organization does not target mature workers, or women, or ethnic minority communities, for example, then it is a failure to use the widest talent pool available to find the best employees.

Outlined below are examples of best practice to help organizations reach as wide a talent pool as possible:

- Communicate why organization is targeting diverse employees. For well-founded historic reasons, many minority groups might be suspicious of organizations' reasons for targeting recruitment strategies at them. Organizations must take deliberate steps to counter these fears and suspicions, and clearly state that they recognize individuals' talent, and are aiming to recruit the best people for the available roles to deliver competitive advantage.
- There is a school of thought that employee referral programs are actually anti-diverse in that they perpetuate the lack of diversity of the existing workforce. However, if used imaginatively they can be hugely valuable. Proactively approach employees from diverse backgrounds and ask them to support diversity program by referring people known to them. Also use the induction process to gather names of people from new starters' previous employers and local communities
- Think laterally about the media strategy. Use both traditional and on-line media that is read by the target audience rather than stereotypical trade magazines and national press one might normally use.
- Use web site to promote diversity, highlight practical examples of diversity in organization (for example, case studies of employees from different backgrounds or ages) as well as the policies organization have in place. Develop "evangelists" for business on the benefits of the company's diversity recruiting and its impact on the business.

2.8.4) Reward Greater Diversity Recruiting

Traditional measures of success in the recruiting area are cost and time of hiring. Most firms refuse to give recruitment agencies extra incentives for identifying diversity candidates or for successfully recruiting diverse individuals. In recruiting, "what one wants done gets done faster when it is rewarded", so measuring and rewarding recruiters for diversity hires becomes an essential element of success.

Really successful companies in this field also ensure hiring managers are rewarded for great diversity recruiting. A significant portion of all individual hiring managers' pay (between 5 and 10 per cent) should be based on diversity recruiting and retention results. In addition, senior management should have their pay based on producing results. In the challenging world of investment banking, Morgan Stanley has implemented such a strategy and its impact has been enormous on the diversity of its workforce – even in the traditionally white male-dominated environment of the trading floor.

2.8.5) An Ongoing Focus

Recruiting for diversity cannot simply be perceived as successful, once new diverse employees have joined the organization. Equally important is the integration and retention of a diverse workforce. Organizations need to invest time in understanding

these employees' personal drivers and motivators, which may vary significantly from existing staff.

2.9) New Recruitment Tool

Due to the globalization, online recruitment has come out as a new recruitment tool used by the organizations mostly. According to a research, an increasing number of employers and job seekers are turning to the Internet to fulfill their employment needs.

2.9.1) Survey by Enhance Media

The National Online Recruitment Audience Survey (NORAS), conducted by Enhance Media, found that 64% of those applying for a job found online obtained an interview and 51% of those obtaining an interview got a job as a result of the interview.

These figures are up from 59% and 44% in 2004 and show the increasing effectiveness of the internet as a recruitment tool.

NORAS shows that online job seekers broadly mirror the UK population in terms of ethnic background. 83% of candidates are from a white ethnic group (British, Irish, European or other.) 4% are from a black ethnic group, 5% from an Asian ethnic group, 2% mixed and 1% Chinese.

Meanwhile, the report revealed that online job seekers are becoming more experienced. The average work experience of online job seekers has increased year on year to 13 years with the average age being 33.

One in 20 (5%) of those using the internet to look for jobs are Chief Executives, Owners or Directors and 30% are Senior Managers or Managers.

Job seekers also displayed an increasing brand loyalty and knowledge, with the average number of sites visited by a candidate when looking for a job decreasing year on year to 6. 11% of repeat visitors choose to visit a particular site because they have previously got an interview or a job through the site.

2.10) Why Recruitment Consultants Exist

Typically, the Recruitment Consultant exists to fill the jobs of their client's. What will normally happen is that recruitment consultant will call companies asking if they have any jobs that he/she can fill. They finally get one and then they set the wheels in motion to finding the candidate.

Normally they'll advertise the job and search through their database. The sole factor for the agent to exist is simply the agency acts as a forum for employer / employees in much the same way.

Although the recruitment consultant never gives any guarantees that one will find a job or the company will find the employee.

2.10.1) Candidates get the raw deal

Candidates tend to get the worst of the service as they are perceived as the customer as they don't pay for the service.

Finding a job is very time consuming firstly one has to identify the companies one wish to target, and then one needs to find the person to speak to. Then the hard part, when need to speak to that person and find out if they are looking for someone, 9 times out of 10 the answer will be "no".

2.10.2) Speculative CV's

Posted speculative CVs are rarely filled for viewing later, but when they are there is usually no mechanism for a company to retrieve that CV. I.E. a database.

2.10.3) Reason for Using Consultancies

The reason companies use recruitment consultancies is purely for convenience since they charge anything between 15% to 20%; so they are expensive but as any employer knows placing a job in the paper is a costly affair.

Not simply the actual cost of the advert but managing the response, writing the ad copy and spending time getting the advert just right to portray the company in the best light etc. It is far easier to give the job to an agency and then look at 3 or 4 CVs rather than 100-200 inappropriate ones.

This is for permanent employees - for temporary or contract employees it is a totally different kettle of fish, in that it would be time consuming and expensive to advertise a job that was only going to last a few weeks anyway. Also if it's urgent, you may need to get some one who can start tomorrow, in comes the Recruitment Consultant.

So until Jobseekers have either the time or the confidence to get jobs for themselves and until employers stop using Recruitment Consultants for convenience, the Recruitment Consultant is here to stay.

2.11) Personal Profiling Gives Employers an Advantage in the Search for New Job Candidates

The following article offers good advice on the best way to build this into your recruitment process.

2.11.1) An Advantage in the Search for New Job Candidates

Companies are gearing up to begin hiring again now that the economic downturn is taking a nice upswing. The great news for employers is that many workers see now as the time to consider advancing in their profession. Those people, along with some exceptional employees who lost their jobs to down-sizing during the recession, mean that employers have more prime candidates from which to choose than they've had in years. That's the good news.

The bad news is, it can be difficult to separate the wheat from the chaff, especially for small businesses where management often wears many hats in addition to human resources. Reviewing dozens of resumes and interviews can be time consuming, and even after that grueling process, there may be up to five great potential employees. How can you make sure you select the right person for the job so you don't have to go through this long, and costly, process again any time soon?

It could be worth your while to implement a personal profiling test, like the DISC Personality Profiling Assessment, to provide another valuable piece of information for consideration when making hiring decisions. Many companies, both large and small, find personality profiling to be a valuable tool to discover, hire, and retain the cream of the crop.

The upper echelons of corporate America is where personal profiling got its start, but now many human resources departments implement profiling for all new hires. The tests range from simple online tests to in-depth interviews with psychologists. Prices are widely varied as well, depending on the depth of the test. Inexpensive tests mean that even small companies can afford to implement an assessment.

Personality assessments not only help you hire the right employee, they can help you keep them. Long-time HR directors will tell you that if you hire the candidate best suited for the job, but also for the work environment, you'll retain the employee longer. Employee retention saves companies money and valuable time due to lost productivity and costs associated with recruiting and hiring.

The tests consist of questions a job candidate answers to help an employer determine more about the candidate's personality and attitudes. Most personal profiles evaluate a candidate's skills or personality. The DISC Personality Assessment provides information about both. I like that because it gives you even more of the information you need to make a decision.

DISC is an acronym that stands for:

- Dominance
- Influence
- Steadiness
- Compliance

Learning about these characteristics of a potential employee's personality help employers determine if they've got the right person for the job, both in temperament and in the candidate's ability to adapt to the corporate culture.

If a company is looking for a chief executive officer, a candidate needs to show some leadership personality traits such as the ability to persuade others to follow a vision and the skills to determine a path to achieve the company's goals. A chief financial officer, however, needs to have negotiating ability and the skills to work with details.

I actually took the DISC Personality Assessment to see for myself how valuable a personal profile could be. The first part of the test consists of a series of questions that the candidate takes online. I got back a comprehensive assessment consisting of 25 pages. The results were remarkable – my friends and colleagues alike agreed that the online test nailed every aspect of my personality.

The second part of the test consists of an interview with an evaluator to review the results. I learned how my personality works with other people, how I can communicate better with others I'm working with and what organizational structure would best suit me. The same information revealed in my interview would help an employer determine if a potential new hire will work well within the organization. A business making a critical hiring decision often relies on the first impression that an interview provides. Often, companies need to look a bit deeper to determine the true substance and worth of a job seeker's skill sets and personality, and how the combination of the two will fit in to the organization. For example, a new hire may have the best skills in the world, but if he doesn't have the communication skills to work well with your current team, he may not be the best candidate. It may be in the company's best interest to hire a good communicator with average skills that can be improved upon with training instead.

According to an Oct. 13, 2000 story in Business Week Online, A survey of 2,100 human resource managers, conducted by the American Management Association, found that 30 percent were incorporating personality profiling into their hiring decision-making process. Those numbers may be on the increase due to the numbers of potential employees from which to choose.

But the numbers of plentiful employees may wane quickly now that the economy is picking up. According to "Working Knowledge", a publication of the Harvard Business

School, by 2010 there could be 10 million more jobs available than there are employees in the United States.

So, any company that finds a tried-and-true method of hiring the right employee will be ahead of the game. The same test that could help you narrow the field would be just as important when there are fewer candidates from which to choose. Some companies have avoided implementing personal profiling as a hiring tool because of misconceptions surrounding the industry. It's easy to understand why. A search on the web for information about personal profiling brings results ranging from psychological groups to psychics!

Here are some myths about using personal profiling in mainstream business:

➤ **Myth 1: Personal Profiling is only Geared toward Hiring Upper Management**

Many corporations are using profiling to determine the best hires for every position, especially in organizations that are interested in making sure new hires fit into the corporate culture.

Products available for instant online access and results, like the DISC assessment, can help tremendously in the hiring process. Personal profiling can help ensure that any candidate is right for the job or can work with particular personality types.

➤ **Myth 2: Personal Profiling is too Expensive**

Although you can spend thousands of dollars on a battery of tests for an upper-management position, some tests, like DISC, are cost-effective enough to be implemented on a daily basis.

You spend a lot of money and time alone interviewing candidates, so using the DISC personal profiling test could keep you from going through it all over again for the same position next year! When you look at all the costs associated with losing an employee – from lower productivity to the time spent to rehire and train a new worker – many companies could actually save money implementing a pre-employment test.

➤ **Myth 3: Personal Profiling really isn't Geared toward Small Business**

Actually, small businesses may benefit the most from conducting personal profiling assessments. Nowhere else in industry does time spent in human resources management chip away at the bottom line more than in small business.

When small business owners hire a new employee, they've got to make sure they've got the right candidate – it's too expensive to make a mistake. When a small business owner is running classified ads, spending time reviewing resumes and interviewing candidates, it takes significant time away from running the business. Diverting the entrepreneur away from the business at hand to hire employees can seriously affect profits.

Also, especially in the small business environment, it's important a new employee works well with the owner and the other members of a small staff.

➤ **Myth 4: Personal Profiling Takes too much Time**

Granted, some personal profiling tests do take a lot of time. Some can require candidates to answer hundreds of questions. Shorter tests, like DISC, can yield a lot of information with fewer questions.

The DISC assessment, for example, only has 24 questions and can be completed in 15 minutes. Because the first phase of the test is taken online, results take mere minutes.

The interview with a specialist to interpret the DISC's results takes anywhere from 60 to 90 minutes. That's less than three hours – a fraction of the time it took to recruit candidates, read resumes and interview applicants!

➤ **Myth 5: People can Cheat on a Personal Profiling Test**

Personal profiling test questions have no right or wrong answers, and many, like the DISC assessment, don't have a lot of questions that might be perceived as negative to encourage a candidate to not be truthful.

Most human resources managers use personal profiling tests as just a part of their evaluation of a potential new hire, and even the experts say that companies should never base their hiring decisions on the test alone.

In reality, there are a lot of ways an unscrupulous candidate can cheat the entire hiring process – from padding their resume to not telling the truth in the interview. Adding more pieces to the process may help trip them up!

Hiring decisions are rarely easy, and whether it's feast or famine – the large pool of candidates today or the slim pickings predicted in the future – a personal profile assessment would be an excellent tool to help hire the best person for your organization.

It doesn't matter if you are a Fortune 500 company or a mom-and-pop retailer – everyone saves time and money when the right candidate is hired the first time.

2.12) Recruiting Whiz-Kids (The Fine Art of Identifying the Best Graduates)

Selecting graduates isn't what it used to be. Research tells us that exam results and interviews don't predict job performance, so what are companies doing instead?

For most organisations, long gone are the days when batches of certificate-brandishing 22 years olds were unquestioningly funnelled up the hierarchy, straight to the executive suite. Everyone has a degree or diploma these days. It's become very fashionable.

It is also common to receive applications from graduates believing that a 'job in management' is an appropriate aspiration for an entry point. Most do not realise that they represent a significant risk for an organisation, and often a net loss in the first one to two years. This is why it is so critical to identify the ones who will perform well and bring a return on your investment.

The first is a very simple one, and often occurs before the interviews have even begun. When screening résumés, grades become the focus of attention since there is almost no work experience to go on. However, researchers have found that differentiating between 'good' and 'excellent' grades has no significant correlation with on-the-job performance.

This is a problem across the board in recruitment, not just with new graduates. It means that high quality potential employees who have interpersonal sophistication, mature attitude or effective applied thinking skills, don't even get a look in. The problem comes from ruling applicants out too early in the process, on irrelevant criteria such as a few points lost on school tests. The background to this lies in the western tradition of schooling which emphasises and rewards memorisation and rapid reproduction of given information (i.e. exams). Consequently, exam results are often far better indicators of memory than they are of application or work-relevant skills. (There's a good reason that 68% of the most successful elite have no tertiary qualifications.)

Exam results tell you nothing about a young person's enthusiasm, responsiveness to feedback or emotional maturity - often the very things that you most need to know.

These are the real differentiators - the make or break traits for success in the workplace. So, you have no job experience to judge from beyond Macdonald's on a Saturday, and therefore no really useful referees, and grades and interviews mean almost nothing. Another option is to run a full 'assessment centre' process. Expertly designed and run, this is the queen of recruitment techniques - true 'best practice'.

Utilised by many large organisations at all levels of seniority, assessment centres are 'multiple assessment processes' that aim to gather job-relevant information from varied sources, and integrate it all into a 'performance prediction' for each candidate. They run for anywhere from half a day to four days.

Such events are characterised by complex schedules as participants are directed through all manner of tests and exercises, involving both individual and group work. Assessment centres can run to several thousand dollars per head, due to the sheer number of hours of expert time that you have to pay for. Specially trained 'observers' interpret candidates' behaviour in group exercises and in-basket tasks. Corporate psychologists interpret aptitude test results and personality profiles, and trained interviewers collate special interview data.

This is not to mention designing the exercises in the first place. Whilst some generic ones can be bought 'off the shelf', this is less desirable than tailoring for the role and for your company culture. Select your facilitators very carefully because true experts in this field are rare creatures, and you are then likely to get an excellent return on your money. Research implies that assessment centres predict performance better than any other process. High performing staff learn faster, generate more value for your business and cost less to manage.

To appreciate the surprising scale of the cost-benefit of this, ask yourself these questions:

- How much does it cost to employ a graduate for three years? (\$140K)
- How much must you spend on training them before they start adding value independently? (\$5K-\$120K)
- How much does it cost to carry a non-performer, manage them out of the business and then re-recruit? (\$25K)
- How much additional value can a superior performer potentially generate for your business? (\$_____?)

A few thousand dollars invested upfront can benefit your organisation by tens or even hundreds of thousands of dollars over time. Investing in wise selection of graduates might just be one of the surest each-way bets you can ever make. What if you are a small or medium enterprise, not a major multinational? Investments of this order feel like a big risk. You can't sell off a division or two if it doesn't work, or if it takes longer than expected to show returns.

Here's the good news: Whilst assessment centres are the 'elite', the 80:20 rule applies to them, only in reverse:

Companies spend 80% of their money gathering the last 20% of the performance-prediction information. If you want, you can sacrifice that last bit and get the majority (80%) of the useful information by spending only 20% of the cash.

Here's how:

Find the best behavioural profiling tools that you can; add the best job-relevant 'applied reasoning' tests that you can; interpret quickly and expertly. By contrast with an assessment centre, this is an extremely simple process, and it gives you much of what you need for making meaningful graduate selection decisions. If you can have all of your applicants complete the tests in one sitting you will trim your costs even further. Given that fresh graduates are not really 'fully formed' - they hardly know who they are, let alone who they are about to become - this seems like a sensible option for most organisations.

The second major recruiting error occurs when the assessment process is sound, but the factors being measured are wrong for a graduate role.

You can avoid this by doing your homework on the job requirements beforehand, and crystallising them on paper. For example, 'The emotional resilience to work under a straight-talking boss', or 'quick and accurate comprehension of complex written material'. This is much more useful than the traditional list of qualifications and experience.

Be clear, specific and brutally job-relevant. Computer technicians may not need the social skills of Gandhi to be successful at what they do; sales staff may not need the writing skills of Tolken. Always know what you are looking for, and why. "What about the ubiquitous graduate 'leadership potential'?", you ask. Well, measure it if you want, but realistically, how relevant is it going to be over the next three years?

Wait until their first promotion is due. By then, if they haven't left you in the traditional flurry of 'graduate swapping' that goes on between major organisations, they will have formed their own unique 'work personality' and skill set. Profile them again, only with a stronger developmental focus, to provide you with a 'road map' for their coaching and growth into the wise and withy leader that you've always wanted.

CHAPTER 3

FINDINGS

3.1) MOBILINK

3.1.1) Orascom Telecom

Orascom Telecom Holding S.A.E. ("Orascom Telecom") or ("OTH") was established in 1998 and has grown to become a major player in the telecommunication market in the world. OTH is considered among the largest and most diversified network operator in the Middle East, Africa and Pakistan. It is a leading mobile telecommunications company operating in seven emerging markets in the Middle East, Africa and South Asia having a population under license of 460 million in total population with an average penetration of mobile telephony rate across all markets of 8%. Orascom Telecom operates GSM networks in Algeria ("Djezzy"), Egypt ("MobiNil"), Pakistan ("Mobilink"), Iraq ("IraQna"), Bangladesh ("Banglalink"), Tunisia ("Tunisiana") and Zimbabwe ("Telecel Zimbabwe"). Orascom Telecom subscriber number reached over 20 million subscribers as of June, 2005.

Orascom Telecom's operation in Pakistan, Mobilink, started its operations in 1994, and until early 2001, had a market share of 40%. In April 2001, OTH took over management control of the company and as of June, 2005; Mobilink served more than 7 million subscribers, representing a market share of approximately 61% of total mobile subscribers in Pakistan.

Orascom Telecom has positioned itself as a leader in the region for its diverse GSM operations, with various GSM support and Internet operations. One of Orascom Telecom's main strategies is to create its own non-GSM subsidiaries to act as a support for its regional GSM operations. OTH has achieved this by dedicating financial, technical, and management resources for its subsidiaries. This includes network support and installation of GSM operations, equipment procurement, handset procurement and distribution companies, value Added Services, and Internet operations.

OTH is dedicated to provide the best quality services to its customers, value to shareholders, and a dynamic working environment for its nearly 11,000 employees.

3.1.1.1) Mobilink

Mobilink GSM is a subsidiary of Orascom Telecom. Orascom is the market leader and provides modern and up to date solutions. Mobilink was the first cellular service provider in Pakistan to operate on a 100% digital GSM technology.

Mobilink GSM started operations in the year 1994; from then on it has shown enormous growth. At the time when it entered the market it was a small player in the cellular market of Pakistan it is now the market leader both in terms of growth as well as having the largest subscriber base in Pakistan.

3.1.1.1.1) Mobilink's Vision

To be the leading Telecommunication Services Provider in Pakistan by offering innovative Communication solutions for our Customers while exceeding Shareholder value & Employee Expectations.

The current President and CEO of Mobilink Mr. Zouhair Abdul Khaliq was appointed on June 1, 2003. He brought with him 20 years of Board level and senior management experience primarily in the telecom and technology field. He came to the company at a very critical time because at that time the threat of the new competitors' entry into the market was anticipated. It was this anticipation that materialized when Telenor and Warid moved into the market with a massive campaign. This was a major warning for Mobilink and other companies to prepare for a tough competition. Mobilink took a proactive approach and brought in a new CEO.

The reason for choosing him was that previously, as the Executive Officer, Operations for Orascom Telecom in Cairo from November 2002 to June 2003, he was responsible for:

- Strategic Planning
- Commercial Operations
- Technology
- Human Resources
- Corporate Governance

Earlier in his career with the Orascom Telecom Group in 2002, Mr. Khaliq held the position of CFO. During his tenure with Orascom Telecom Holding, he successfully led negotiations on debt re-structuring with its banks and principal vendors. He developed and successfully implemented Orascom Telecom's new operational management strategy, combining an efficient Operations Control function with a high calibre team to carry it out. He revamped Board governance in its subsidiaries by setting up tighter monitoring and control systems.

As a qualified Chartered Accountant from the United Kingdom, Mr. Khaliq earlier served in senior management positions at Motorola, Mobilink, Millicom, ICI Pakistan and Price Waterhouse.

Before joining Orascom Telecom Mr. Khaliq served as Chief Operating Officer for wCities, a location based information service provider in the UK. During 1996 through 2001, while based in the UK as Senior Director of Regional Operations for Motorola's

Europe, Middle East and African telecom networks, he represented Motorola's interests on the Boards of several companies in the region, including MobiNil in Egypt and Mobilink in Pakistan.

During his career with Motorola, Mr. Khaliq played a lead role in the launch of several cellular operations including Mobilink in Pakistan, Fastlink in Jordan and MobiNil in Egypt.

In addition to his present functions as President and CEO, Mr. Khaliq also represents Orascom Telecom on the Boards of its subsidiaries in Algeria, Tunisia and Pakistan.

Mr. Khaliq from his experience was aware of the international operations of these competitors. The survival and success of the entrants was dependent on capturing the market share of the existing companies. The tactic which was expected to be the most damaging to the operating telecom companies was taking away the most precious asset that is the human resource.

Upon entering they offered attractive salaries and packages along with other benefits. There were also better chances of moving up the career ladder. Talented and ambitious employees who are more interested in personal growth found these opportunities attractive.

3.1.1.2) Packages

Mobilink caters to a diverse group of people. Its customer base includes occasional users to businessmen. The tariff plans are designed keeping in mind the communication needs of each group. For this purpose there are two types of solutions which have been tailored to the requirements of the customers. These are:

- Postpaid (Indigo)
- Prepaid (JAZZ)

The major benefit offered to the customers is the advanced voice communication service. A number of value added services have been provided to the valued subscribers. Convenience of the customers has been the top priority of the company. For this reason mobile handsets have been bundled. These are either sold separately or even as part of the Get Set Go Pack.

3.1.2) Mobilink's Departments

Mobilink has the following nine departments:

- Human Resource
- Government Relations

- Information Technology/Billing
- Administration
- Finance
- Customer Services
- Sales and Marketing
- Internal Audit
- Technical

3.1.2.1) Human Resource Department

Human resource department at Mobilink has been divided into three sub departments.

- Human Resource Operations
- Staffing and Compensation
- Organizational Development

The responsibilities of human resource department are as follows:

- Recruitment
- Policy and Procedures Development
- Employees Data Management
- Employee Benefit and Compensation
- Training and Development
- Employee Motivation
- Retention of Employees
- Career Planning/ Succession Planning
- Employee Relations
- Employee Awards

- Employee Events Management
- Medical and Life Insurance

3.1.3) Recruitment

The recruitment process at Mobilink constitutes of the following characteristics (**hiring authorization form is given in appendix**).

3.1.3.1) Job Analysis

Job analysis is one of the important practices of human resource management. It is a process to identify and determine in detail the particular job duties and requirements and the relative importance of these duties for a given job. Job analysis is a process where judgments are made about data collected on a job. Job description is very important part of the job analysis.

Whenever there is a job vacant at Mobilink, a thorough job analysis is performed. Mostly the post is vacant for already created jobs so job descriptions are already made. If a new post is created then job description is made accordingly.

Some of the job descriptions are as follows:

Job Description of a Senior Systems Administrator

Responsibilities

The responsibilities of a senior systems administrator are as follows:

1. Maintain active directory in a 24*7 enterprise network environment
2. Maintain Microsoft exchange servers
3. Install security updates, service packs and OS hot fixes (server and client side)
4. Monitor routing groups and mail delivery
5. Maintain and set-up installation packages
6. Help set standards and procedure for all corporate IT operations
7. Implement and maintain enterprise backup solution

8. Maintain DNS, WINS, DHCP, Proxy/ISA servers and sharepoint
9. Ensure access to various network resources as per company policy and procedures

Knowledge and Skill Requirements

Profile

1. Master's degree in Information System from a reputable institution
2. Minimum 4-6 years experience in systems administration in an enterprise environment with concentrations in Microsoft exchange, active directory and ISA
3. 3-5 years experience in design and implementation of active directory across multiple locations, experience with desktop operating systems, applications support and proxy servers
4. Knowledge of Microsoft windows 2000/2003 server, Microsoft exchange 2000/2003, Microsoft windows 2000/2003, active directory and ISA 2000/2004
5. Excellent communication and organization skills
6. Valid Microsoft MCSE or MCSA certification is a plus

Working Conditions

Working conditions are normal for an office environment.

The above information is correct as approved by:

Job Analyst

Head of Department

Job Description of a Call Center Representative

Responsibilities

1. Provide customers with product and service information.
2. Answer phones and respond to customer requests.
3. Transfer customer calls to appropriate staff

4. Identify, research, and resolve customer issues using the computer system
5. Follow-up on customer inquires not immediately resolved
6. Recognize, document and alert the supervisor of trends in customer calls.

Knowledge and Skill Requirements

Profile

1. Graduate (Bachelors/Masters) from a recognized institute
2. Experience of 1-2 years in customer services, sales and telemarketing
3. Age of 21-27 years old
4. Fluent in English and Urdu (local language a strong plus)
5. Strong interpersonal skills
6. Handle pressure through multi-tasking

Working Conditions

Working conditions are normal for an office environment

The above information is correct as approved by:

Job Analyst

Head of Department

3.1.3.2) Personnel Policies

Personnel policies refer to the organizational decisions that affect the nature of the vacancies for which people are recruited.

➤ Internal/External Hire

To increase the loyalty of employees Mobilink prefers internal hiring. The nature of vacancy has greater impact on determining hiring and they keep the aspects of vacancy in mind while determining from where to recruit. Mostly preference is given to internal hires but if they fail to get proper person for the required post then they go for external hiring.

Internal Recruitment

For internal recruitment the candidates must be confirmed employees of Mobilink who have completed one year of service. The selected candidates will join the new job/position after getting clearance from their supervisor and will be on probation of three months. Any change in designation will not necessarily mean a change in salary and benefits package.

Internally the process can be done in two ways:

- **Promotions from Within**

Mobilink is devoted to support the employee's development skills and abilities with an aim to achieve their potential by extending encouragement and facilitation for growth within the company.

Employees who have not completed a service period of one year on the current position are not eligible to apply for such positions. However, concerned Divisional Heads along with the VP Human Resources and Administration may recommend waiver of this clause, in case of availability of excellent performers.

- **Job Transfers**

Job transfers are done to give employees an opportunity to grow and gain experience in the organization, allotting them with more / different responsibilities and transferring them to various duties.

Job transfers of individuals may be allowed under certain circumstances depending upon the needs. Such transfers will be handled in coordination with the human resources department and respective department.

External Recruitment

When they feel that they cannot find suitable candidate internally then they look from external source.

For external recruitment no candidate under the age of eighteen is considered and to avoid conflict of interest, candidates are not considered for a post if their blood relations work in Mobilink. To be considered for job the minimum qualifications must be a Bachelor degree or equivalent. A-Level or equivalent may be considered for certain positions and will be subjected to the approval of the VP Human Resources and Administration. In certain cases the candidates are tested to be considered for a job.

➤ **Paying Policy**

Mobilink is following “lead the market” wages. It has devised a proper paying policy comprising of different cadres. They are also focusing on the standards prevailing in Telecom sector in order to attract best employees in such a dynamic environment.

➤ **Job Security**

Now-a-days job security is one of the major elements of any job that will attract best employees. Keeping in mind the importance of it Mobilink is following “employment at will policy”.

3.1.3.3) Recruitment Sources

The sources from which a company recruits potential employees are a critical aspect of its overall recruitment strategy.

1) Internal Recruitment Source

Mobilink mostly goes for internal source of hiring as it enhances morale of employees and their loyalty with the company.

For internal recruitment they rely on the following:

➤ **Job Postings**

For internal recruitment whenever there is some post available then it is advertised on the bulletin boards so that employees will get to know about the existence of the post.

➤ **Former Employees**

The hiring of ex-employees of the company is not permitted. However, if an extra ordinary employee is having excellent working history with the company he/she can be re-hired on the recommendation of respective department head.

2) External Recruitment Source

Although they prefer to hire internally, but it also depends on the nature of the post which can result in the external hiring.

For external source they rely on the following:

➤ **Advertisement**

When it is decided that they have to hire from external source then they advertise in newspapers. The advertisement is quite elaborative and covers all aspects of its nature.

They mostly advertise in daily English newspapers, which are highly read by the people in Pakistan. The budget varies from advertisement to advertisement and a particular post is advertised once.

➤ **Online Database**

They have maintained an online database for external hiring and it is one of the mostly used sources for external hiring by the Mobilink. More than 100,000 people have visited and uploaded their CV's.

➤ **Employment Agencies and Consultants**

For permanent jobs, the human resource department does recruitment and selection. For contractual employees they contact different agencies and consultants depending upon the job.

➤ **Internships**

Mobilink prefers young and fresh graduates and for that purpose it offers variety of internships. In 90% cases the interns have been offered permanent jobs (**intern request form is given in appendix**).

Seeing the importance of job fairs, now Mobilink has started participating in job fairs. Recently they have attended the job fair at Nims.

Mostly they do not hire directly while attending the job fairs but the candidate or student is called again for a thorough interview at the company.

➤ **E-Recruitment**

They do not advertise on any other website, they advertise only on their own website.

3.1.3.4) Culture and Diversity

The culture of Mobilink is very open and is not affected by the background of its employees. When ever some new hiree comes he or she gets adjusted easily with the culture of Mobilink as it is quite adoptive and versatile.

3.1.3.5) Employing Best People

Finding and keeping best employees in such a dynamic environment is very tough. For Mobilink it was a problem once to find best people around. But now they have maintained online database where many people come and upload their CV's.

3.1.3.6) Recruitment Procedure

The recruitment policy is intended at identifying and choosing the right employee for the right job. It is also aimed at seeking a diversified work force, devoid of any discrimination based on race, color, gender, nationality, ancestry, religion or disability, in certain cases.

Whenever there is a post available it is first decided whether to either hire internally or externally. If decision is made to hire internal employee then the position is posted on the bulletin boards. Employees are short-listed on the basis of who is matching with the criteria at most. Then they are interviewed.

For external employee first it is looked that if it is permanent job then post is given in the news paper as well as on their website and if it is contractual based then they contact certain agencies. After getting the applications next step is to short-list the employees. They look out for the following when reading an application:

- Education (Academic / Professional)
- Previous Experience
- Interview
- References

3.1.3.6.1) Replying to Candidates

The candidates that do not match the job are contacted as quickly as possible and dealt with courteously through email.

The employees, who are considered suitable for a post, are called for screening interview.

3.1.3.6.2) Scheduling Interviews

After screening interview the short listed candidates will be invited for a second interview with the immediate Supervisor or divisional head or his/her nominee.

The divisional/department head and the human resources department must agree on the final selection before an employee is selected and offered a job.

3.2) UFONE

3.2.1) Introduction

Ufone started its operations from Islamabad on 29th January 2001 as the youngest entrant in the cellular market. Ufone, a subsidiary of PTCL, is the only Pakistani-owned cellular service operator in Pakistan.

With a total current investment of over \$350 Million, including a recent contract of \$161 Million for expansion & capacity for 2004-05, we believe in solid commitment to growth, security & reliability.

Currently, with a market share of over 24%, and an aggressive commercial plan, they have more than tripled their customer base in the last quarter to over 1.5 million subscribers...the fastest uptake of any cellular service operator in Pakistan.

3.2.1.1) Ufone as an Organization

Pak telecom mobile is a 100 % subsidiary of PTCL. It is one of the major initiatives taken by PTCL in the process of modernizing its services and expanding its business to wireless communications. Due to stiff competition in the cellular market, PTCL had decided to high professionals from the private sector with relevant experience to run this company. Through its independent analysis of the cellular market PTCL has to the conclusion that there is still a lot of unexplored potential that can be a prospective source of benefit for the company.

The technology chosen for this purpose is GSM 900. Pak telecom Mobile limited (PTML) has only invited the world top most networks providers to participate in the bid. Internationally renowned telecom consultants Omnitele have been hired to advice and conduct the evaluation. In order to give a jump-start to the company a comprehensive initiative plan along with aggressive customer acquisition, care and retention strategies.

Product and services to be provided by the PTML will be far richer in content and quality than any of the existing service providers. PTML will have to set up completely new network since its radio waves propagation, equipments that is not used in fix line communication that PTCL uses improvement to voice quality, level of interactive media's convergence, value added services and internet based services will be concentrated on. They have bought the best equipment available in the international market. The associated system will eliminate complaints of billing error, facilitate ease of subscription purchase and ensure that customer level of satisfaction is not only met but also exceeded to a level where it becomes a pleasure to become a PTML subscriber. PTML is aiming to provide best in city coverage along with the state of the art value

added services for subscriber according to their needs. PTML is also ensuring that it is properly geared up for the future convergence of Internet with mobile telephone.

It is a \$60 million company that is provided by Nortel networks, which is one of the leading names in the telecom equipments with headquarter in Canada.

3.2.1.2) Story of the Brand

At Ufone, it's always about "you". In order to evolve with customers and to keep pace with their needs, they have rejuvenated and revamped their image by changing their visual identity. With a fresher look than is accepted and appreciated across the board by people of all ages, they aim to connect with customers.

They claim:

"No matter who you are, where you are, what you want to say, how you want to say it or how you feel, you are our focus. Because at Ufone, it's all about U"

3.2.1.2.1) Vision Statement

It's all about U



3.2.1.2.2) Mission Statement

"Quality voice at reasonable price that guaranties customer satisfaction"

3.2.1.3) Corporate Services

Ufone provides with high-end corporate solutions for customer convenience. Ufone takes pride in setting standards through market initiatives and is the first cellular company in Pakistan to:

- Offer real value for money packages
- Introduce 6 months free incoming
- Offer 32k Power SIM

- Start GPRS / MMS / WAP Data services

Ufone is the only GSM Operator with 2.5G GPRS service, which is the ‘next generation’ technology and offers:

- Virtual Private Network
- Pocket Stocks
- GPRS Advantage
- Multi-Media Messaging Service (MMS)
- Voice Mail
- Conference Calling
- Call Waiting

3.2.1.4) Packages

There are two packages that are postpaid and prepaid packages.

3.2.1.4.1) Postpaid Package

With Ufone’s new economy based smart postpaid packages, one can be assured of:

- Lowest line rent options
- More free outgoing airtime minutes
- Free SMS
- The most affordable recurring outgoing and SMS rates

3.2.1.4.2) Prepaid Package

With the Ufone Prepay Community, sharing is easier, more affordable than ever before; and best SMS as well as calling rates. Following are the facilities of prepaid package:

- SMS

- GPRS
- Voice Mail
- MMS
- International SMS
- Downloads

3.2.2) Ufone's Departments

In order to give a jump-start to the company, a comprehensive initiation plan has been made along with aggressive customer acquisition, care and retention strategies. Ufone has the best integration of four departments.

- Finance
- Marketing
- Human Resource
- Engineers Team

3.2.2.1) Human Resource Department

HR hires the best people to work and adjust them into these four departments according to their specialization.

3.2.2.1.1) Role of HR Department

- Policy initiation and formulation
- Advice (on personnel policy, labor agreement, needs and welfare of company and employee development)
- Service (employment, training, development benefits functions, recruiting, interviewing, testing job applicants, maintenance of adequate employee records etc.)
- Control (monitoring performance, retention and conformance of other departments to personnel policy, procedures and practices)

Now I will be looking at the recruitment process of the Ufone.

3.2.3) Recruitment

Recruitment at Ufone is a very thorough process and it has the following characteristics:

3.2.3.1) Job Analysis

Whenever there is a post vacant first of all there is the job analysis performed in order to gather all relevant information about the job demands and to set the hiring standards. In job analysis job description is very important. The human resource management lists the duties, responsibilities, authority and relationships that the job involves. They decide what qualifications are needed, what type and length of experience are required, and what personal attributes are important. On this basis they then draw up an up-to-date **job description** and person specification and proceed to forecast how soon the person is expected to be competent, what training they are prepared to give and when the start date of the job should be.

The HR management then speculates whether they are likely to find the qualities, qualifications and experience that they are seeking in one person. If so, research is carried out on the kind of pay and benefits package to offer. They do this through monitoring advertisements, referring to salary surveys and networking with other employers in their area and sector. This research will also determines whether they are likely to find suitable candidates locally or whether they will have to look further a field. Then they contemplate whether people will want to join the organization and on how to attract them.

The job descriptions of call centre customer service representative and of network analyst are as follows:

Job Description of a Call Centre Customer Service Representative

Job Title:	Call Centre Customer Service Rep	Company Job Code:	HRM/CCCS/002
Job Location		Division/Department
Grade / Band	U-8	Reports to:	Supervisor
		Date:

Summary

Answer phones to respond to orders, general customer inquires, invoice questions, and customer complaints. Project a professional company image through phone interaction.

Primary Responsibilities

1. Answer phones and respond to customer requests.
2. Provide customers with product and service information.
3. Transfer customer calls to appropriate staff
4. Identify, research, and resolve customer issues using the computer system
5. Follow-up on customer inquires not immediately resolved
6. Complete call logs and reports.
7. Research billing issues
8. Recognize, document and alert the supervisor of trends in customer calls.
9. Other duties as assigned

Additional Responsibilities

Provide on-the-job training for new employees.

Knowledge and Skill Requirements

1. Basic reading, writing, and arithmetic skills required. This is normally acquired through a bachelor degree or equivalent.
2. Computer literate with the ability to learn customer service software applications. Duties require professional verbal and written communication skills and the ability to type 30 wpm. This is normally acquired through one to three years of office experience.

Working Conditions

Working conditions are normal for an office environment

The above information is correct as approved by:

Job Analyst

Head of Department

Job Description of a Network Analyst

Job Title:	Network Analyst	Company Job Code:	HRM / NA /017
Job Location	1 st Floor, F/7	Division/Department
Grade / Band	U-7	Reports to:	Manager
		Date:

Summary

Responsible for the installation, layout, and maintenance of all network components. Plan, design, analyze, and provide technical support for data communications network or group of networks. Conduct research and evaluation of network technology and recommend purchases of network equipment.

Primary Responsibilities

1. Consult with users and evaluate requirements, recommend designs, provide cost analyses, plan projects, and coordinate tasks for installation of data networks.
2. Analyse and resolve technical problems for established networks.
3. Plan, test, recommend, and implement network, file server, mainframe, and workstation hardware and software.
4. Provide network documentation, training, and guidance to computing system clients and programmers.
5. Serve as technical specialist in network problems and emergencies.
6. Troubleshoot and resolve network production problems.
7. Conduct technical research on network upgrades and components to determine feasibility, cost, time required, and compatibility with current system.

8. Recommend network solutions for short-, medium-, and long-range network projects.
9. Install, configure and maintain network components.
10. Determine plan layout for new hardware or modifications to existing layout.
11. Install, upgrade, and configure network printing, directory structures, user access, security, software, and file services.
12. Establish user profiles, user environments, directories, and security for networks being installed.
13. Work as a team member with other technical staff, such as systems to ensure connectivity and compatibility between systems.
14. Work with vendors to resolve complex network problems.
15. Maintain confidentiality with regard to the information being processed, stored or accessed by the network.
16. Document network problems and resolutions for future reference.
17. Other duties as assigned.

Additional Responsibilities

1. Assist personnel of other departments as a computer resource
2. Oversee the installation of hardware and software.
3. Provide on-the-job training to new department staff members.
4. Provide computer orientation to new company staff.

Knowledge and Skill Requirements

1. Basic reading, writing, and arithmetic skills required. This is normally acquired through a Bachelor Degree in Electronics or Electrical or equivalent
2. Knowledge of company supported network platforms such as Novell and Windows NT. Ability to design and coordinate the installation of data networks. Ability to maintain and troubleshoot computer network hardware, software, and peripherals. Ability to provide a range of systems training and/or support activities for users. Ability to develop and write systems and applications documentation and guides for users. Ability to determine computer problems and to coordinate hardware and/or software solutions. Ability to develop systems solutions for operational problems. Ability to learn and support new network components. Work with users requires interpersonal skills. This is normally

acquired through a combination of a Bachelor's Degree and three to five years of network experience.

Responsibilities may require evening and weekend work in response to needs of the systems being supported.

Working Conditions

Working conditions are normal for an office environment. Work requires extensive work using a computer. Responsibilities may require evening and weekend work in response to needs of the systems being supported.

The above information is correct as approved by:

Job Analyst

Head of Department

3.2.3.2) Personnel Policies

Personnel policies refer to the organizational decisions that affect the nature of the vacancies for which people are recruited.

➤ Internal/External Hire

Before recruiting a new employee, management checks whether there is a need to hire a new employee for that particular job or whether it can be incorporated into an existing employee's job. Recruitment in Ufone may be of internal or external nature.

Internal Recruitment

For internal recruitment they go for promotion from within.

○ Promotion from Within

The HR department and the relevant department, in which the vacancy exists, analyze whether there is an employee within the organization, who most appropriately meets the requirements of the particular vacancy. If more than one employee is eligible for the vacancy; then that employee is chosen who has the most outstanding record. After the promotion the employee may be sent for further training. The effect of internal vacancy is that it motivates the employee to perform their best and produce maximum output.

External Recruitment

If the organization feels that none of their current employees can fill out the new vacancy then they hire from external sources. In this case the human resource management considers other departments in the organization that might be interested in the appointment in order to make it a joint effort. They talk to relevant supervisors and especially to the people the new person will work with. A set of expert panelists is then selected from each relevant department to interview applicants.

➤ **Pay Policy**

They are not following the lead the market pay strategies

➤ **Job Security**

In order to provide job security they are following “**Employment at Will Policy**”. There is no contract between employees and the management. Any employee can leave the organization at any time by just giving one month prior notice to the management.

3.2.3.3) Recruitment Sources

Ufone uses the following sources:

1) Internal Recruitment Source

The HR management gives priority to its own employees even in case of a negative assessment. For internal recruitment they mostly rely on the database and job posting.

➤ **Database**

They have maintained a data base system i.e. HRMS (Human resource management system) for internal hiring.

➤ **Job Posting**

They also advertise job openings internally.

2) External Recruitment Source

The organization advertises externally for employees in that case when there is not any internal recruit from which to draw. Or they require a large number of new recruits for customer care purpose. For external recruitment they rely on database, walk-ins, e-recruitment, private employment agency, referrals and advertisements.

➤ Database

They have also maintained a database to hire externally.

➤ Walk-Ins

In some case certain people just drop their CV's at the head office. And when ever there is an opening or a vacancy occurs, the organization may call them for an interview.

➤ Electronic Recruiting

The growth of information superhighway has opened up new vistas for organizations trying to recruit talent. Ufone is make full fledge use of this new technology, and it uses its own web page to advertise for new job openings.

Another aspect of the electronic recruiting is that individuals don't have to physically go to the head office to drop their CV's. They now can simply use the e-CV format provided by Ufone on its home page. The e-CV is then transferred to the relevant database or the HR department.

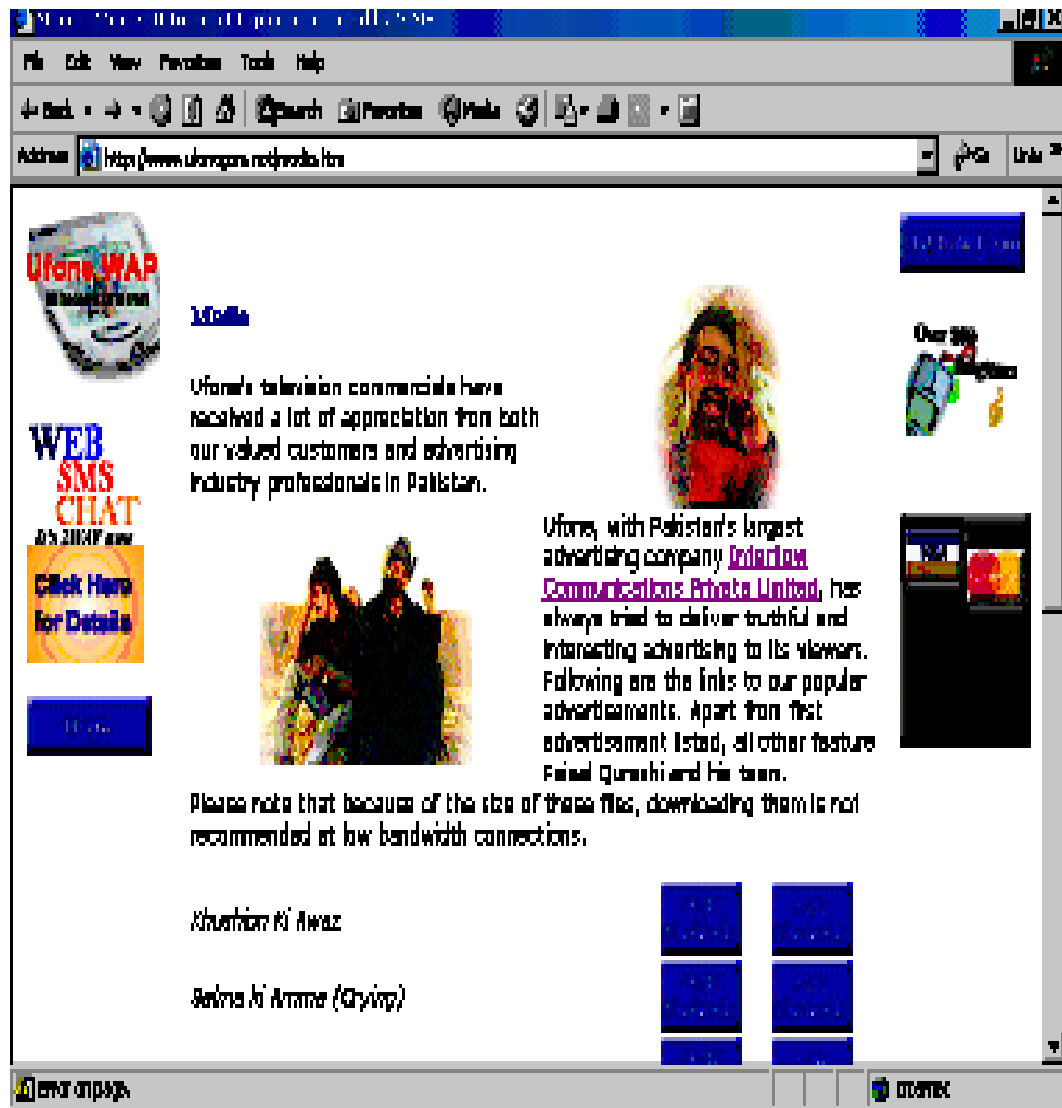
➤ Referrals

By advertising a post internally Ufone gains an added benefit, which is; the current employees may pass the information on to any interested friends and relations.

➤ Advertisements

Since most of the posts are of a specialist nature, they intend on advertising in the journals of professional bodies and the trade press. Their next step is to find out how much adverts cost for varying amount of space and decide what they can afford.

The HR management has hired the services of Interflow, an advertising agency, to propagate their service and company for them. They are also using the services of a web designer, Eveready media, to post the advertisement of the company on the Internet.



➤ **Private Employment Agency**

The private recruiting agencies collect information from unemployed as well as employed people about their skills and experiences.

Ufone has registered its job vacancies with some private employment agencies like “Bright Spyre” and “Bayt”. These agencies attempt to find some one suitable using its computerized inventory database of suitable individuals. These agencies charge Ufone for the referrals.



3.2.3.4) Culture and Diversity

Ufone culture is very open. They care for their employees a lot and they have made sure that all systems are in place to encourage them to develop to their full potential.

3.2.3.5) Employing Best Employees

For finding the best employees they rely on advertisements only.

3.2.3.6) Recruitment Procedure

The HR management decides on the length of the short-list, which includes five or six people at the most. Following the advert they need help to sift through the applications. Everything is computerized and on-line which makes it easier to handle large numbers of

replies. In case they run short of time, they get the help of other staff, supervisors and managers in the organization. Apart from the question of time, they do this to get second opinions. They look out for the following when reading an application:

- How well-matched is the candidate to the requirements
- Any unexplained employment gaps
- The quality of presentation
- How tailored the reply is to the particular job and Ufone as an organization

3.2.3.6.1) Replying to Candidates

The candidates that do not match the job are contacted as quickly as possible and dealt with courteously since the HR management believes in the philosophy that these people, and their relatives and friends, may be future customers or acquaintances of potential, future applicants. Those that match the job are called over to undertake an on-line evaluation test.

3.2.3.6.2) Scheduling Interviews

The candidates that pass the on-line evaluation test are then called for interviews. A date and a time are arranged and the candidate appears for the interview. The questions of this interview are designed especially for gauging the personality and ability of the candidate.

3.2.3.6.3) The Screening Process

The results are screened by a set of panelists in order to minimize chances of error in selecting the candidates. The HR management sometimes keeps a small number of candidates in reserve.

3.3) TELENOR

3.3.1) The Telenor Group

Telenor is one of the largest mobile operators worldwide with ownership interests in 12 mobile operators across Europe and Asia, constituting a total subscriber base of 82.7 million at year-end 2005.

Telenor is Norway's largest telecommunications company and one of the fastest growing providers of mobile communications services worldwide. Telenor is also the largest provider of TV services in the Nordic region. In 2005, 57% of the Group's revenues were derived from the mobile operations. Telenor has mobile operations in some of the world's fastest growing markets, and the home market, Norway, is one of the most advanced in the world today.

Group revenues for 2005 reached NOK 68.9 billion - a growth of 14 per cent compared to 2004. At year-end 2005, Telenor employed 27,600 people (man-years) - 16,700 of whom were employed outside Norway.

3.3.1.1) Telenor Pakistan

Telenor acquired the license for providing GSM services in Pakistan in April 2004, and has launched its services commercially in Islamabad, Rawalpindi and Karachi on March 15, 2005. The official opening was held in Islamabad with the President of Pakistan General Pervez Musharraf as the guest of honor and a Telenor delegation headed by CEO Telenor Jon Fredrik Baksaas. On March 23, 2005 Telenor started its services in Lahore, Faisalabad and Hyderabad. Telenor has become the second largest cellular network in Pakistan by launching over 500 destinations in just over a year

Telenor has its corporate headquarters in Islamabad, with regional offices in Karachi and Lahore.

The license terms stipulate that by year 4, Telenor will cover 70% of Pakistan's 297 administrative Tehsil headquarters. Telenor will fulfill the license requirements and provide superior quality coverage.

Telenor is proud to build mobile communication infrastructure in Pakistan and looks forward to combining its experience in mobile technology with the local Pakistani high level of competence. Telenor's primary aim is to offer top quality mobile services and promote healthy competition in the mobile market.

The company has covered several milestones over the past eleven months and grown in a number of directions.

Telenor has successfully signed interconnect agreements with all four incumbents during December 2004, allowing its subscribers to exchange voice and data with subscribers on all active mobile networks including Paktel, Instaphone, Ufone, Mobilink and Warid.

Upon the successful set up of our LDI unit, Tore Johnsen CEO and President of Telenor Pakistan, and Kjell Nordbo, CTO, made the first official TP international call to Norway

In addition to recruiting hundreds of people, Telenor established its Call Center on January 28 in Lahore.

3.3.1.1.1) Vision

At Telenor Pakistan, their lives are made up of the corporate DNA i.e. vision and values. Their vision is simple:

“We exist to help our customers get the full benefit of communications services in their daily lives”.

The key to achieving this vision is a mindset where every one works together. Making it easy to buy and use the services. They have the aim to get this right and Telenor will be a driving force in modern communications and customer satisfaction.

3.3.1.2) Packages

There are two packages: Postpaid and Prepaid Packages

3.3.1.2.1) Postpaid Packages

Telenor Postpaid gives instant connectivity and crystal clear voice clarity. With its simple and uncomplicated billing and a host of value added services, Telenor Postpaid has made it easier for the customers to enjoy the postpaid package of Telenor. The postpaid package has the following services:

- GPRS
- International Roaming
- MMS
- Exciting Downloads
- Telenor WAP Portal
- Call Forwarding
- SMS
- Conference Calling

3.3.1.2.2) Prepaid Packages

There are two prepaid packages:

1. Talkshawk

Talkshawk is the smartest package to call any network, anytime. It has amazing call rates, freedom to recharge through “Easyload”. All existing Telenor Prepaid (Azadi package) customers can convert to Telenor Talkshawk by calling 345166, for a one time charge of Rs.100 only.

2. Azadi

Telenor's Azadi has simple and economical call rates, flexible loading of air-time, high value content and GPRS products. Telenor's Azadi tariff is simple and has no hidden charges. With unmatched convenience, easy to use services and exceptional voice quality –its been highly appreciated by the people..

The services of prepaid packages are as follows:

- GPRS
- MMS
- Exciting Downloads
- Telenor WAP Portal
- SMS
- Caller Line Identification
- Call Waiting
- Total Recharge Flexibility

3.3.2) Telenor’s Departments

Telenor has following seven departments:

- Commercial (Marketing)

- Human Resource
- Finance
- Corporate
- Regulatory
- Technical
- Long Distance International

3.3.2.1) Human Resource Department

Human Resources Division at Telenor Pakistan believes in continuous improvement and is taking the standards of service to the utmost levels of excellence.

It is providing the best administrative support to facilitate employees work life to create benchmark security solutions. From being the best in providing benefits to the employees to the best in providing development opportunities, they have managed to create a culture of passion for business, operational excellence and constant renewal.

Employees are Telenor's most valuable asset. It is the duty of HR department to provide all employees with excellent working conditions, on-going support and focused direction. Telenor Pakistan believes that a talented and loyal workforce plays a crucial role in the organization's ongoing business success. They value employees' overall well-being, offering a wide range of employee benefits and programs to support a good balance between work and family/personal life. They are also committed to assisting employees in exploring, developing and maximizing their full potential, encouraging continuing education through internal and external training and development opportunities.

It is the duty of HR department to ensure that best employees are recruited, interviewed and selected, then to look after their training and developments aspects as well as benefits and rewards. Now I will be looking at Recruitment process at Telenor.

3.3.3) Recruitment

The recruitment policy at Telenor is very thorough and complete. It has the following constituents:

3.3.3.1) Job Analysis

At Telenor, if the post is vacant for the already existed jobs then they do not make any new job description for that post as job description is already made for that post. But if the post is newly created then proper job analysis is being carried out. Job description for that new post is made in order to know what would be the job title; who is accountable for the employee; the location of the job; a brief description of what the job entails; a list of duties and responsibilities; hours of work; working conditions and pay.

A job description is as follows:

Job Description of Specialist-SOA 404 (Operations)

Job Overview

Reporting to manager, SOA 404, the specialist will be responsible to manage compliance with SOA 404 requirements in Telenor Pakistan (Private) Limited, for the purposes of management certification on group accounts and audit of the same by the group auditor.

Key Responsibilities

1. Train the staff in Telenor Pakistan on the requirements for SOA 404
2. Manage the software solution implemented by Telenor Group for SOA 404
3. Take part in the remediation effort for removal of design and operational deficiencies
4. Maintain liaison with Telenor Group for SOA 404 and any other SOA 404 related work assigned by Manager-SOA 404

Key Performance Requirements

1. Ability to handle heavy workload effectively and efficiently
2. Ensure that sufficient documentation exists up to the standard set by Telenor Group
3. Must be able to effectively communicate the SOA 404 requirements to all the stakeholders
4. Monitor management testing of key controls

Working Conditions

Working conditions are normal for an office environment. The above information is correct as approved by:

Job Analyst

Head of Department

3.3.3.2) Personnel Policies

Personnel policies refer to the organizational decisions that affect the nature of the vacancies for which people are recruited.

➤ Internal/External Hire

Whenever there is a vacancy to be filled then first preference is given to internal hiring but if they can not find a suitable candidate internally then they go for external hiring.

Internal Recruitment

Internally the process can be done in three ways:

- **Internal Postings**

For postings they evaluate a candidate on the basis of job description. Divisional manager takes the interview from the internal employee.

- **Transfer**

Transfer to the different departments or to different city takes place. It is the decision of line manager.

- **Promotion**

Promotion takes place with the decision of HR committee and Divisional Head. Promotion includes increase in the pay as well as title.

External Recruitment

If there is no suitable candidate internally then they go for external hire. For external recruitment CVs are selected on the basis of job description. The interview takes place in two steps; behavioral interview is taken by HR manager while the competence part of the interview is taken by the line manager. On the consensus of both finally the candidate is selected.

➤ **Paying Policy**

Telenor paying policy is competitive. They do not have lead the market wages strategy but in industry they are the best whereas in business they are among the top 25. It varies from department to department, for example for technical people they offer higher end pays as they are more competent and in demand by the telecom companies. For sales people they offer lower end pays and for call centers they offer in between the high and low pay levels.

They do not give pay scale at the time of advertisement but once they are taking interview, person is first being asked about his requirement for the pay and then he is being told about how much they are willing to give him. After the interview if a person is really competent and they need him then they revise the pay and e-mail him about the revision of pay.

➤ **Job Security**

Both the employee and employer have the authority to quit the job or fire respectively. Only they have to give 2-3 months notice.

Few cases have been seen at Telenor where employees have quit the job but it is mostly because of the family or personal reasons.

3.3.3.3) Recruitment Sources

The sources from which a company recruits potential employees are a critical aspect of its overall recruitment strategy.

1) Internal Recruitment Source

They prefer internal source because of growth prospect. For internal recruitment they have intranet based website.

➤ **Intranet Based Website**

They have maintained an intranet based website where all the positions are posted. This website is only accessed by all internal employees.

Whenever a new position comes employees who are willing apply. On the basis of certain criteria then they select the employee.

2) External Recruitment Source

There are certain jobs like competence based which required external hiring so in that case they use external recruitment source.

For external source they rely on advertisements, referrals, e-recruiting, database and campus interviewing.

➤ Advertisement

They advertise of the vacancy in the newspaper which are widely spread and read. They also look for the target audience and then decide which newspaper to advertise in, for example if they have to advertise for MBAs or Engineers then they advertise in Jung, The News, Nation and Dawn etc.

➤ Referrals

For external recruitment referrals are also considered by the Telenor.

➤ Database

They have maintained a database for external hiring and it is one of the mostly used sources for external hiring by the Telenor.

➤ Campus Interviewing

They also go for campus interviewing. Recently they have done campus interviewing at NIMS, GIK and EME. When they go to campus they do both, that is direct hiring as well as offer internship.

They have also attended the job fairs like in NIMS, LUMS, GIK, Punjab University, Fast, CBM etc. they do hire people from the job fairs that they have attended but sometimes certain conditions do not let that to happen. For example they have recently attended the job fair in NIMS and the problem that they have faced was that all students were not available before 15th July and they wanted to hire people immediately.

➤ E-Recruitment

They do not advertise on any other website, they advertise only on their own website. They have online job application system in which people upload their CVs online on their website and in return they get CV

tracking number and a password, which is unique for each and every individual.

3.3.3.4) Culture and Diversity

The culture at Telenor is very open and friendly. There is no politics at Telenor. They have environment which is “help yourself environment” that is if anyone wants to have coffee he/she has to make it by himself/herself.

Mostly hiring depends on the job description. They give very importance to diversity in terms of education, exposure and experience. In the HR department of Telenor there are almost 60% girls working there so they also give importance to minorities.

3.3.3.5) Employing Best People

Finding and keeping best employees in such a dynamic environment is very tough. Telenor makes sure that they hire best people by playing around the brand name that they have, pay and the job satisfaction that they give to people.

3.3.3.6) Recruitment Procedure

Whenever there is a position to be filled the first decision is to either hire internally or externally. If decision is made to hire internal employee then the position is posted on the intranet based website. Employees are short-listed on the basis of who is matching with the criteria at most. Then they are interviewed.

If the decision is made to hire external employee then the post is given in the news paper as well as on their website. After getting the applications next step is to short-list the employees. They look out for the following when reading an application:

- How well-matched is the candidate to the criteria
- The level of experience
- The quality of presentation

3.3.3.6.1) Replying to Candidates

The candidates that do not match the job are contacted as quickly as possible and dealt with courteously through email. Those that match the job are called over to give a test if the position is of technical nature otherwise candidates are directly called for an interview.

3.3.3.6.2) Scheduling Interviews

The people who have passed the test are called for an interview. This is for the technical post jobs.

For other posts after short listing employees are called for preliminary interview with HR manager. People passing that interview will have another and final interview with the line manager. Sometimes both HR manager and liner manager sit in the same panel. In that case there is only one interview.

CHAPTER 4

ANALYSIS

4.1) Mobilink

The analysis for mobilink is as follows:

➤ Job Analysis

Job analysis has great importance in the success of hiring best employees as it is the first component of recruitment procedure. It gathers all relevant information about the job demands in order to set the hiring standards. So if it is not done properly then the whole recruitment procedure would end up in getting no good employee along with the waste of time and money.

Keeping in mind the importance of job analysis, it is a first and utmost step which is properly performed at Mobilink. They recruit accordingly job descriptions which helps them in finding the best people around.

➤ Internal Recruitment

Internal recruitment is preferred to increase the employee commitment to the firms. Mobilink in order to increase the loyalty and experience of internal candidates, hire internally which is good as it has helped in order to create career structure for its employees which have made them more loyal to the company.

➤ External Recruitment

External recruitment refers to the filling of job vacancies from outside the business. External recruitment provides a larger choice of candidates as a wider audience can be reached.

The policy at Mobilink is that when they can not find suitable candidate internally then they look for external hire which is good as it would not affect internal employees as they would know that they can not fill up that certain position but one of their clauses, when recruiting externally, about not considering the person if he or she is a relative to the current employee may prevent them from getting the best employee as maybe he or she is very competent person.

➤ Paying Policy

Paying policy plays an important role in determining what kind of people would attract to the organization. Mobilink is following lead the market wages, which is

very competent as employees are very satisfied with their pays and it has created certain position for Mobilink in the market and this is the reason that people wants to work in Mobilink.

➤ **Job Security**

For providing job security, employment at will policy is good and it suits them.

➤ **Internal Recruitment Sources**

The sources for internal recruitment exercises by Mobilink give an opportunity to internal employees to enhance their skills and knowledge and be able to work in the best and betterment of the company and are good.

For example advertising on the bulletin boards does not leave a chance that any employee would not be able to know that certain position has been vacated and it gives opportunity to all employees to apply for it. Hiring extra ordinary former employee only on recommendation also good, as it has helped Mobilink in saving training cost and those people being already used to working conditions easily fits in the organization.

➤ **External Recruitment Sources**

The sources for external recruitment are quite good. As recruitment is a very long and thorough process so for contractual employees they contact an employment agency, which helps not only in saving time but also makes it easy to get specialized employee. They mostly advertise of a job in English newspaper but they should advertise equally in Urdu newspaper as it is also read by many people and some people, quite competent and knowledgeable, likes to read only Urdu newspaper.

Hiring internees is also very advantageous as the internees get used to the environment and knows about the values of the organization and company gets to know about the potential of the internee.

For entry or mid level managers Mobilink has no specific practice.

➤ **Culture and Diversity**

Culture at Mobilink has made it easy and quite comfortable for new employees to adjust.

➤ **Employing Best People**

For attracting best employees maintaining, relying only on online database is not sufficient as there is a possibility that mostly people upload their CV's just for the

sake of fun and there is a chance that by doing this they may lose best employees to its competitors.

4.2) Ufone

The analysis for ufone's findings is as follows:

➤ Job Analysis

Job analysis performed by Ufone is very thorough. It helps in getting the best employees with required skills and knowledge in time.

An important concept of Job Analysis is that the analysis is conducted of the Job, not the person. While Job Analysis data may be collected from incumbents through interviews or questionnaires, the product of the analysis is a description or specifications of the job, not a description of the person. This concept had been in the minds of the Ufone people and whenever there is a need to recruit a person develops they perform job analysis thoroughly.

➤ Internal and External Recruitment

The process to recruit from internal or external at Ufone is very capable but there are cons and pros of each thing, one has to see the impact of a decision in whole. If internal recruitment reduces the recruiting costs which not only the reduces the orientation cost but also the training cost then on the other hand external recruitment provides a larger choice of candidates. Similarly the hiring from within may have a trickle down effect i.e. the opportunities spring not just from the first vacancy but from the vacancy created when a person in the company fills that vacancy but along with this it creates a healthy competition amongst the employees.

The policy in which HR management giving priority to its own employees even in case of a negative assessment is not good as maybe it will increase the loyalty of employees towards the organization but it would affect the productivity of the firm.

➤ Paying Policy

The pay policy to certain extent determines the satisfaction of employees which further enables the company in maintaining its best pool of candidates with itself. Paying policy at Ufone is not very adequate and because of this they are facing high turnover.

➤ **Job Security**

For providing job security they follow employment at will policy which is good and has got no issues regarding it yet.

➤ **Internal Recruitment Sources**

The sources, which are used for internal hiring, are good in themselves but not sufficient in order to attract or retain suitable candidates.

➤ **External Recruitment Sources**

External recruitment sources that have been used by the Ufone are sufficient for the time being. Utilizing database, walk-ins, and electronic recruitment enable them to get good employees.

For entry- and mid-level managers and professionals Ufone has no proper source.

Ufone does not mostly go for internees to make them permanent which is not good even it has proved to be advantageous to companies because internees not only are inexpensive and proficient but also they are accustomed to the rules and policies of the company.

➤ **Culture and Diversity**

Every organization has a culture which has been formed from the “actions” of the organization and its management team. Culture is a set of beliefs, guides, directions and philosophies that typically flow downward in organizations from top executives to frontline employees. Whether through planning and design or as an unintentional byproduct, all organizations have created a culture, some beneficial and some detrimental.

Culture at Ufone is competent but there was as such no evidence which states that they go for diversity in their recruitment process.

➤ **Employing Best People**

Employing best people is difficult but not impossible. If it is done properly then it benefits the organization most.

Relying on advertisement only to get best people around is not sufficient. Finding qualified candidates in today’s environment is tougher than ever. One cannot rely simply on historical practices, because candidates can afford to be choosier, and the best candidates almost always have options.

The process for advertisement is not capable enough and that is why they are unable to grab the best employees for their organization.

4.3) Telenor

The findings of Telenor have led to the following analysis:

➤ Job Analysis

The general purpose of job analysis is always to understand the requirements of a job. However, there is generally a specific purpose that has a profound effect on the job analysis. In the fields of Human Resources (HR) and Industrial Psychology, job analysis is often used to gather information for use in personnel selection, training, classification and/or compensation. Job analysis is properly done at Telenor which has made it possible for it to attract new and competent people around in such a short span of time.

At Telenor, if the post is vacant for the already existed jobs then they do not make any new job description for that post as job description is already made for that post which further saves the time but if the post is newly created then proper job analysis is being carried out which is very thorough so that suitable candidate is attracted to the certain post..

➤ Internal and External Recruitment

Any decision would contain pros and cons to its impact but one has to see which weighs more, either pros or cons and then has to make decision accordingly. Telenor goes for internal recruitment first and if not been able to get a candidate internally then go for external recruitment.

Internal recruitment is sufficient in order to increase the morale of existing employees and a platform to prove them but again one has to look at the tickle down effect of hiring internally. For external candidates it serves as a platform to gain an experience.

Keeping in mind the tickle down effect, Telenor process of internal or external recruitment is sufficient in order to get good candidates around.

➤ Paying Policy

Paying policy is impressive which has enabled in getting the best people in such a short span of time. The criteria for different pay scale from position to position are also very good.

➤ **Job Security**

Employment at will policy proves to be good for Telenor. Employees are satisfied with this policy as no one wants to leave the organization until and unless its some family problem which makes it difficult for employee to work there.

➤ **Internal Recruitment Sources**

Intranet based website gives an opportunity for internal employees to further grow and enhance their skills.

Telenor was a new entrant whereas Ufone and Mobilink were already there in the market. So in such competition Telenor must not avoid any chance through which it can recruit best people around therefore, it should also consider other sources of internal recruitment.

➤ **External Recruitment Sources**

The sources used for external hiring are impressive as they perform a thorough process for it.

For example before advertising a job they analyze the target audience and then decide which newspaper to advertise in. looking at the importance of campus interviewing for entry or mid level managers they also go for campus interviewing which is not being followed by its other competitors which also gives Telenor a cutting edge.

Sometimes it is difficult to hire a suitable candidate in required time in such a competitive environment in which Telenor is operating. There are some posts which require immediate hiring and for that Telenor has no criteria because all process of recruitment, which is very thorough and time consuming, is being done by the company itself.

➤ **Culture and Diversity**

Culture has great importance in any organization as it helps to maintain certain standard which employees follow. The culture is very open and competitive at Telenor and it has made easy for new employees to easily get settled in the organization and for older employees the culture has become the part of their lives

The importance given to hire from diverse background has also given Telenor cutting edge.

➤ **Employing Best People**

Telenor is utilizing all the best factors to attract good employees by playing around the brand name, pay scale which is also helping Telenor to have a competitive edge.

Collectively, the analysis of the three companies that is Mobilink, Ufone, and Telenor can be summed up in the following manner.

In recruitment, when need is developed to hire a person then the first step is job analysis. It is very important as it creates a base for effective hiring. The three companies that are Mobilink, Ufone and Telenor all perform job analysis very thoroughly which is in the favor of the three companies. When there is a decision to make that whether to hire externally or internally Mobilink, Ufone, and Telenor hire internally first and if no suitable candidate available internally then go for external hire. This criterion has benefited the three companies in a way that it has increased employee commitment and morale. One policy of Ufone in which it still prefer to hire internally if there is a negative assessment is not good as in such dynamic and competitive environment it will make it difficult to prosper efficiently. For internal recruitment Mobilink goes for job transfers and promotion from within, Ufone goes for promotion from within and Telenor goes promotion, internal postings and transfers which have benefited the three companies in their own ways.

Pay policy is another factor which helps in making employees loyal to the company along with the job security. As far as job security is concerned, the three companies are following employment at will policy with which the employees are very well satisfied and given profits to the companies whereas pay policy of Mobilink and Telenor has made the employees further loyal to the companies. Even it has helped in attracting the best people around. Ufone on the other hand has faced high turnover because of low pay policy.

The sources for internal hiring utilized by the three companies are sufficient but in such changing environment one should not stop and continuously look for new methods to attract best people. Mobilink uses an additional source which is hiring best former employee on recommendation. It has not only lessened up the training and orientation costs for Mobilink but also has given a competitive edge. Some sources for external recruitment are common in the three companies and some are not. Maintaining database, referrals and e-recruiting are common in the three companies and they are proved quite sufficient. Mobilink does not advertise mostly in Urdu newspaper which is not good as it may prevent from getting good employees as many knowledgeable and skilled people read only Urdu newspaper. Internees have proved to be very good source of external recruitment for both Mobilink and Telenor but it has not got importance by Ufone. For contractual jobs Mobilink goes for employment agencies and Ufone also has contract with some employment agency but Telenor performs its recruitment process by itself. Employment agencies help in saving time, money and get the specialized candidates and these benefits are taken up only by Mobilink and Ufone.

Culture is a base of any organization and culture at the three companies is very open and has made it easier for the employees to easily adjust but apart from Telenor neither Mobilink nor Ufone follow diversity in terms of recruitment. Only Telenor utilizes the best factors of employing best employees where as Mobilink and Ufone follow one or two factor of employing best employees which are not sufficient.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1) Conclusion

In any recruitment process the first and utmost step is job analysis which is thoroughly performed by the three companies and it helps them to recruit best employees. After job analysis, it is been decided that from where the company should recruit either internally or externally. Mobilink, Ufone and Telenor give preference to recruit internally in order to increase the morale of employees. If they do not get the suitable candidate internally who can be competent enough to fill the vacancy then they go for external hire. This policy has made it easy for the three companies to increase the morale of internal employees and get competent candidate externally without hurting the feelings of internal employees. Ufone and Telenor when could not find suitable employee internally then go for external hire and for external hire they give opportunity to all candidates who fit into the criteria. This has made it possible to recruit best employees but Mobilink has a clause in its policy manual about not considering the candidate if he or she is a relative to its current employee which may prevent Mobilink from getting the best people around in such a dynamic environment.

Paying policy followed by Mobilink and Telenor are very impressive, Mobilink following lead the market pay wages and Telenor's paying policy is considered among top 25 in the business. Ufone is not the following lead the market pay wages and that is why facing high turnover. In any job pays are considered very important and this has been kept in mind by Mobilink and Telenor. For providing job security Mobilink, Ufone and Telenor follow employment at will policy, only time for giving notice is different in the three companies for example in Ufone it is one month and in Telenor it is two or three months time.

The sources for internal hiring by the three companies are sufficient but Mobilink utilizes an additional source which is done by many companies internationally and it is going for former employees if they have very strong working history. By doing this it has not only helped them in getting good employees but also saves orientation and training costs. This is neither done by Ufone nor Telenor.

Some sources for external recruitment are common in the three companies and some are not. Maintaining database, referrals and e-recruiting are common in the three companies and they are proved quite sufficient. Advertisement is also done by the three companies but Mobilink does not advertise mostly in Urdu newspaper which is not good as it may prevent from getting good employees as many knowledgeable and skilled people read only Urdu newspaper. Telenor always look for the target audience for example for MBAs jobs it advertises in Jung, Dawn and The New, which has made it possible to reach wider audience and get the suitable candidates. Internees have proved to be very good source of

external recruitment for both Mobilink and Telenor but it has not got importance by Ufone. Internationally for entry and mid level managers, campus interviewing is considered a good source which is done only by Telenor and is neither done by Mobilink and Ufone. For contractual jobs Mobilink goes for employment agencies and Ufone also has contract with some employment agency but Telenor performs its recruitment process by itself. Employment agencies help in saving time, money and get the specialized candidates and these benefits are taken up only by Mobilink and Ufone.

Culture at Mobilink, Ufone and Telenor is very open and versatile. It is the policy of each that they would recruit for diversity but apart from Telenor, this policy is neither followed by Mobilink and Ufone. Internationally recruiting for diversity is getting importance and it is been rewarded too. Telenor recruits diversity in terms of age, experience, knowledge and skill. It has also given importance to minorities which has enabled Telenor to be so competitive in such a short span of time. Attracting best employee is very tough. Mobilink relies on online database only and Ufone relies only on advertisement, which is not sufficient enough to attract best people. Only Telenor utilizes all best factors to attract best people like playing around brand name, pays that has been offered, job satisfaction and referrals.

5.2) Recommendations

Now-a-days human resource practices are getting importance in Pakistan and organizations following proper steps for it. The telecom sector is one of them to give importance and have developed separate departments for it. Being the first ingredient of human resource practices, recruitment has been the utmost priority of the telecom companies. But as the world is changing continuously and rapidly therefore, one should keep pace with changing trends, should follow international trends as well as the best practices followed in the respective sector in order to have a competitive edge.

The recommendations for the companies are as follows:

➤ Criteria for External Hire

Mobilink should remove the clause of not considering candidates if they are of the current employees from its policy manual and should consider all those employees for external hire which fit in the criteria just like Ufone and Telenor so that there is no chance left out that competent employees are hired by the competitors.

➤ Paying Policy

Ufone is facing high turnover due to incompetent paying policy. It should either follow lead the market pay wages like Mobilink or should follow those paying policy which are considered best in the business like Telenor because employees

are the assets of the company and in any job to attract and retain good employees paying policy must be considered good enough.

➤ **Former Employees**

Former employees are often a good source of applicants because they are accustomed to the policies and values of the company already and have got experience which helps the company to have a cutting edge. Former employees include two categories:

- Employees that have temporarily dropped out of the workforce. For example, individuals that have elected to stay home with their young children. Often these former employees are ready to come back to the workforce or are willing to accept part-time employment.
- Retirees that might be willing to come back to the employer on a consultant or contract basis.

Telenor and Ufone should make a record of all such employees and on the basis of the experience and knowledge of the former employees should consider this as another source for internal recruitment just like Mobilink.

➤ **Advertisement**

Mobilink should advertise equally in Urdu newspaper. It should go for the target audience like Telenor which would help in reaching wider range of candidates.

➤ **Internships**

Ufone should give importance to internees and should consider them while looking for external hires as they are already accustomed to the company's policies and rules and knows how to work.

➤ **Campus Interviewing**

Mobilink and Ufone should go for campus interviewing. It is being given importance internationally and is being considered one of the good source for entry and mid level managers. Campus interviewing is sometimes an expensive affair therefore Mobilink and Ufone should scale down their college recruiting efforts to focus on a few known schools where they can maintain a continuing presence and hire excellent candidates in a cost-effective manner.

➤ **Register with Recruitment Agency**

Recruitment agencies specialize in recruitment and selection. They usually provide a shortlist of candidates based on the people registered with the agency. Recruitment agencies are very cost effective.

Telenor perform all of its recruitment process by itself. The environment has become very competitive and sometimes certain conditions ask for quick recruitment. As recruitment process by self is a very through and long procedure therefore for such jobs, when there is time constraint, they should register with recruitment agencies. This will help them in getting suitable employees quicker.

➤ **Diversity**

Now-a-days increasing the diversity of an organization's workforce is a primary concern for many businesses with the realization that it can bring significant competitive advantage. Internationally organizations are increasing diversity through recruitment practices and many are following diversity-recruiting strategy.

Keeping in mind the importance of diversity Mobilink and Ufone should follow diversity recruiting strategy and reward people for following diversity in terms of experience, knowledge, ages and races. They should also add this clause in the policy manual, which is being issued to all employees.

➤ **Attracting Best People**

Mobilink and Ufone should rely on brand name and referrals along with online database and advertisement respectively to attract best people around.



Hiring Authorization Form

Date Nov 11, 2020

Requested By _____ Supervisor _____
(Name And Designation) (Name And Designation)

Department _____ Sub Department _____ Location _____ Region _____

CANDIDATE DETAILS

Name _____
Last Position _____
Last Company _____
Years of Experience _____
Mobilink Ex-Employee Yes No

If yes , reason for leaving Mobilink _____

Replacement Yes No (If yes) Name _____

POSITION DETAILS

Job Title / Designation _____
Grade Level _____ Associate II
Job Type Permanent Contractual
Transition Partner _____
Proposed Salary _____
Incentive Monthly Annual
Commission (If Applicable) _____
CMA _____ Fuel _____
Other _____

Grade _____ Associate II

INTERVIEW DETAILS

Department Comments and Observations

MANAGER / HOD _____ DIRECTOR _____

HR Comments And Observations

Recommended Grade _____ Recommended Salary _____ REGIONAL HR _____

FINAL RECOMMENDATIONS (Head Office)

Approved budget _____ Head count before hiring _____ Head count after hiring _____

Grade _____ Salary _____ STAFFING & COMPENSATION MANAGER _____

Approved By:

REQUESTING DIVISIONAL HEAD

VP HR/ ADMIN/DIRECTOR HR

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