

UNIT 13- RECRUITMENT AND SELECTION

TASK 1 (P1) RECRUITMENT PLANNING

McDonalds

The business began in 1940, with a restaurant opened by siblings Dick and Mac McDonald in San Bernardino, California. McDonald's Corporation is the world's largest chain of fast-food restaurants, primarily selling fast food. More recently, it also offers salads with the successful expansion of McDonald's into many international markets; the company has become a symbol of globalization. In 1974, McDonalds opened its first restaurant in the UK. Today more than 2.5 million people in this country place their trust in McDonalds everyday, trusting the company to provide them with food of a high standard, quick service and value for money.

Asda

Asda is a UK supermarket chain, which retails food, clothing, toys and general merchandise. It became a subsidiary of the American retail giant Wal-Mart, the world's largest retailer in 1999 and is the second largest chain in the UK after Tesco, having overtaken Sainsbury's in 2003. Asda is Wal-Mart's largest non-U.S subsidiary, accounting for almost half of the company's international sales.

P1 Identify how organisations plan recruitment using internal and external sources.

McDonalds use both external and internal sources for recruitment, in the following ways:

Internal sources of recruitment:

This is the filling of job vacancies from within the business - where existing employees are selected rather than employing someone from outside. A business might decide that it already has the right people with the right skills to do the job, particularly if its training and development programme has been effective.

Transfers

The employees of McDonalds are transferred from one department to another according to their efficiency and experience.

Promotions

The employees of McDonalds are promoted from one department to another with more benefits and greater responsibility based on efficiency and experience.

Retired and retrenched employees

The retired or retrenched employees of McDonalds may also be recruited once again in case of shortage of qualified personnel or increase in load of work. Recruitment with such people saves time and costs of McDonalds as the people are already aware of the organisational culture and the policies and procedures.

Internal vacancies are usually advertised within McDonalds through various

- Ø Staff notice boards
- Ø Intranets
- Ø In-house magazines / newsletters (for example, Emap, a major publishing business) have a weekly staff magazine devoted solely to advertising jobs within the organisation!
- Ø Staff meetings

The advantages of internal recruitment

- Ø Its lesser expensive as compared to recruiting a person from outside the organization because one avoids the cost of placing an ad then the whole process that follows etc.
- Ø The new person already knows about the company culture so takes lesser time to fit in.
- Ø It creates motivation in the people of the organization, as they believe that important positions can be filled by them is they show the promise and potential for them. Creates loyalty in the employees.
- Ø Reduces boredom by effective job rotation.

Disadvantages of Internal recruitment

- Ø Limits the number of potential applicants for a job
- Ø External candidates might be better suited / qualified for the job
- Ø Another vacancy will be created that has to be filled
- Ø Existing staff may feel they have the automatic right to be promoted, whether or not they are competent
- Ø Business may become resistant to change; by recruiting from outside, new perspectives and attitudes are brought in

External Sources of recruitment

This is the filling of job vacancies from outside the business (contrast with internal recruitment). Most businesses engage in external recruitment fairly frequently, particularly those that are growing strongly, or that operates in industries with high staff turnover.

Employment / recruitment agencies

These businesses specialise in recruitment and selection. They often specialise 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. The main advantages with using an agency

are the specialist skills they bring and the speed with which they normally provide candidates. They also reduce the administrative burden of recruitment. The cost is the high agency fees charged - often up to 30% of the first year wages of anyone employed.

Job centres

Government run agency - good for identifying local candidates for relatively straightforward jobs. The job centre service is free to employers and is most useful for advertising semi-skilled, clerical and manual jobs.

Government Funded Training Schemes

There are 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.

Advertising

Probably the most common method. Advertising allows the employer to reach a wider audience. The choice of advertising media (e.g. national newspaper, internet, specialist magazine etc) depends on the requirement for the advert to reach a particular audience and, crucially, the advertising budget.

Advantages of external recruitment

1. Helps bring "fresh blood" in the organization. New ideas and approach comes with a person from outside the company.
2. Sometimes you need to acquire a particular competency / skill which is not already available in the organization so hiring an individual from outside with that competency / skill is the fastest way to get started.
3. When the company needs to develop a totally fresh thinking or wants to go for major overhaul, it often does that by recruiting people from outside at the higher positions to drive that change throughout the company. The new guy shakes up the things and sometimes this is what the company needs.

Disadvantages of external recruitment

1. Longer process
2. More expensive process due to advertisements and interviews required
3. Selection process may not be effective enough to reveal the best candidate

Task 2

P2

Job Role: McDonalds restaurant manager

The following document is a job description:

Organisation: McDonalds

Job Title: Restaurant Manager

Location: Whitechapel

Job Type: Full-time

Job description

Restaurant managers have a variety of daily duties. They estimate how much food and beverage will be used, and place orders with suppliers. They check the deliveries of fresh food and baked goods for quality. In addition, managers total cash and charge receipts at the end of each day. Then they deposit them in a bank or other safe place. Restaurant managers also supervise the kitchen and dining room. For example, they oversee the food preparation, checking the quality and size of the servings. They resolve customer complaints about food or service. In addition, managers make sure that kitchen and dining areas are cleaned according to standards. They also keep records of these practices for health inspectors. Finally, managers monitor the actions of their staff and customers to be sure that safety standards and liquor laws are obeyed. They orient staff and oversee their training. In addition, they schedule staff work hours, making sure that peak dining hours are covered. Large restaurants often have bookkeepers. They prepare payroll and tax report paperwork. They keep records of purchases and pay suppliers.

Duties and responsibilities:

- Ø Ensure that all guests feel welcome and are given responsive friendly and courteous service at all times.
- Ø Ensure that all food and products are consistently prepared and served according to the restaurant recipes, cooking and serving standards.
- Ø Prepare all required paperwork, including forms, reports and schedules in an organised and timely manner.
- Ø Understand completely all policies, procedures, standards, specifications, guidelines and training procedures.

Person Specification

Essential

1. To manage the operations for the restaurant and bar during service periods
2. To manage efficient staffing through duty roster.
3. To forecast and analyse business needs, plan and organise accordingly.
4. To interview potential candidates.
5. Training of new staff.
6. Conducting appraisals.
7. Responsible for staff development and ensuring high levels of customer service.
8. Excellent man manager with the ability to lead and motivate.
9. Enthusiastic and passionate about food and service.
10. Outgoing with excellent communication skills.

11. Hard working
12. Ambitious
13. Professional
14. Well presented

Qualifications and Experience

Knowledge of Australasian style of food and service would be an advantage

At least two years' relevant experience at this level

Food Hygiene certificate (ideal but not essential)

P3: completed separately

P4: achieved in class

Task 3 (p5) the impact of legislation on recruitment and selection

There are numerous legislations that are related to recruitment and selection. This makes the process equal to everyone so they get an opportunity to apply for the vacancy.

Sex discrimination act 1995/97

This is made to protect men and women from discrimination on the grounds of gender. The Act is mainly in relation to employment, training, education, the provision of goods and services and in the disposal of premises. The Gender Recognition Act, 2004, amended parts of this Act to apply to transgendered people. This will mean that in the process of recruitment, the person conducting the interview should not give preference to the gender he/she is, by doing so that interviewer is breaking the requirements of the sex discrimination act and that person could be end up being in trouble by the legislation acts persons.

Discrimination is divided into two main categories, direct and indirect discrimination. Broadly, direct discrimination occurs where a person is treated differently on the grounds of their gender. Indirect discrimination, is where an employer applies a requirement or policy, which though, on the face of it has nothing to do with gender, in practice tends to affect one sex rather than another.

Direct Discrimination

The Act states that it is unlawful discrimination for an employer to treat an employee less favourably on the grounds of their sex. It does not matter what the employers intention or motive was. There can also be no defence of justification to direct discrimination. The employee bringing the complaint has to make a comparison between how she was treated and how a man would have been treated. She can either point to an actual colleague, or refer hypothetically to how a man would have been treated. For e.g. In an interview for a job or promotion the employer only asks female applicants about their domestic circumstances, for example, "What will you do about child care?", A man with inferior qualifications, and/or less experience than a woman is appointed to the job or the promotion for which they both applied. A woman is told that she could not be considered for a job because it is dirty work or because of the lack of decent toilet facilities.

Indirect discrimination

This is where a provision practice is applied to both sexes but which puts one sex at a particular disadvantage and cannot be shown to be a fair means of meeting a

legitimate aim, a requirement to work full-time might be unlawful discrimination against women. The claimant must show that the provision criterion of practice puts or would put the relevant group at a particular disadvantage. This stage is usually the key issue in discrimination cases and the wording 'puts or would put at a particular disadvantage', is likely to come under scrutiny in employment tribunals. The Claimant must also show that she is put at that disadvantage. Therefore, if she establishes that women are put at a particular disadvantage compared to men, by a requirement to work full-time, she must also show that she is put at that disadvantage by that requirement. Claimants do not have to show that they have suffered a detriment.

Exceptions under the act

Overseas employment

The Sex Discrimination Act does not apply to workers whose work is done wholly or mainly outside Britain.

Pregnancy and childbirth

It is not unlawful to give special treatment to women in respect of pregnancy and childbirth, for example, maternity leave

Race relations act 1992

This act consists of race, colour, nationality, ethnic and national origin in the fields of employment, the provision of goods and services, education and public functions. This act makes it unlawful to discriminate against someone on the grounds of colours and ethnicity in employment. The commission for racial equality investigates and eliminates discrimination in order to promote racial harmony. It also provides advice and assists individuals who have complaints. This affects the recruitment practice, because when recruiting, it is not ethical to only recruit a certain race, this is clear racial discrimination. If an employee were to be black and had all the right qualifications and skills and was rejected by this organisation because he/she was not white, it would also create problems within the society and community.

If an employer treats a black worker differently from how they would treat a white worker in the same circumstances. The fundamental question is whether a person is treated differently due to their race, colour or nationality. If it was not for that person being black he/she would have been recruited or promoted etc.

Direct discrimination is the most obvious form of discrimination. The central issue that needs to be examined is what the employer does and not what the motives may be.

Examples of different motives, which are unlawful, are:

Loss of business: an employer treats a Black worker differently due to fear of customer disapproval or outside pressure. Reaction of existing workforce: an employer treats a black worker differently due to fear of industrial unrest or that a worker will not 'fit in' or that white workers will not take orders from a black supervisor

Indirect racial discrimination

This may fall into one of two categories depending on the racial grounds of discrimination. The first is on grounds of colour or nationality, under the original definition in the Race Relations Act. The second is on grounds of race, ethnic or national origin. For example, a rule that employees or pupils must not wear headgear could exclude Sikh men and boys who wear a turban, or Jewish men or boys who wear a yarmulka, in accordance with practice within their racial group.

Equal Pay act 1992

The 1992 Equal Pay Act makes it unlawful for employers to discriminate between men and women in terms of their pay and conditions where they are doing the same or similar work; work rated as equivalent in a job evaluation study by the employer; or work of equal value. The Equal Pay Act 1992 an Act of the United Kingdom Parliament, which prohibits any less favourable treatment between men and women in terms of pay and conditions of employment. It came into force on 29 December 1975. The term pay is interpreted in a broad sense to include, on top of wages, things like holidays, pension rights, company perks and some kinds of bonuses. The legislation has been amended on a number of recent occasions to incorporate a simplified approach under European Union law that is common to all member states.

Employers may not pay unequal wages to men and women who perform jobs that require substantially equal skill, effort and responsibility, and that are performed under similar working conditions within the same establishment.

The purpose of the Equal Pay Act is to eliminate discrimination between women and men in the same employment in pay and other terms and conditions of their contracts of employment such as piecework, output and bonus payments, holidays and sick leave. However, since the introduction of the Act, European Community law has extended significantly the concept of pay to include redundancy payments, travel concessions, employers' pension contributions and occupational pension benefits as well. For simplicity, this guide refers to pay throughout.

Disability discrimination acts 1995 and 2005

The Disability Discrimination Act (DDA) 1995 aims to end the discrimination that many disabled people may face. This Act has been significantly extended, including by the Disability Discrimination Act 2005. It now gives disabled people rights in the areas of:

- Employment
- Education
- Access to goods, facilities and services, including larger private clubs and transport services
- Buying or renting land or property, including making it easier for disabled people to rent property and for tenants to make disability-related adaptations
- Functions of public bodies, for example issuing of licences

The Act requires public bodies to promote equality of opportunity for disabled people. It also allows the government to set minimum standards so that disabled people can use public transport easily.

The Act defines a disabled person as someone who has:

"A physical or mental impairment which has a substantial and long-term adverse effect on the person's ability to carry out normal day-to-day activities". This is meant to be a fairly wide definition and includes:

- Physical impairment - this includes weakening or adverse change of a part of the body caused through illness, by accident or from birth. For example, amongst many other situations, blindness, deafness, heart disease, the paralysis of a limb or severe disfigurement.
- Mental impairment - this can include learning disabilities and all recognised mental illnesses.
- Substantial - this does not have to be severe, but is more than minor or trivial.
- Long-term adverse effect - that has lasted or is likely to last more than 12 months.

· A normal day-to-day activity - that is, one that affects one of the following: your mobility; manual dexterity; physical co-ordination; continence; ability to lift, carry or otherwise move everyday objects; speech, hearing or eyesight; memory or ability to concentrate, learn or understand; or perception of the risk of physical danger. It does not include the ability to work because no particular form of work is 'normal' for most people.

Data protection act 1998

The purpose of the Act is to protect the rights of the individual about whom data is obtained, stored, processed or supplied rather than those of the people or organisations who control and use personal data. The Act applies to both computerised and paper records.

The Act requires that appropriate security measures will be taken against unauthorised access to, or alteration, disclosure or destruction of personal data and against accidental loss or destruction of personal data.

The 1998 Act applies to:

- Ø Computerised personal data
- Ø Personal data held in structured manual files

It applies to anything at all done to personal data ("processing"), including collection, use, disclosure, destruction and merely holding data.

Principles of Data Protection

The Act is based on eight principles stating that data must be:

1. Fairly and lawfully processed
2. Processed for limited purposes
3. Adequate, relevant and not excessive
4. Accurate
5. Not kept longer than necessary
6. Processed in accordance with the data subjects rights
7. Secure
8. Not transferred to other countries without adequate protection

How does it affect people?

Employees can also be prosecuted for unlawful action under the legislation. Fines of up to £5000 could result if you use or disclose information about other people without their consent or proper authorisation. You could even be committing an offence if you give information to another employee or student who does not need the details to carry out their legitimate duties. You should take particular care when using the Internet, e-mail and the internal network. Special care must be taken with sensitive data such as ethnic origins, religious/political beliefs, health data, disabilities, details of offences or alleged offences, sexual life or trade union membership.

Individual Responsibilities

All staff and students have a duty to observe the Principles of the Act. Individuals who do not handle data as part of their normal work have a responsibility to ensure that any personal data they see or hear goes no further. This includes personal data and information extracted from such data, thus, for example, unauthorised disclosure of data might occur by passing information over the telephone, communicating information contained on a computer print-out or even inadvertently by reading a computer screen.

General Guidelines

- Ø Do not leave people's information on your desk when it is not in use,

- Ø Lock all filing cabinets,
- Ø Do not leave data displayed on screen, do not leave your computer logged on and unattended,
- Ø Do not give your password to anyone under any circumstances,
- Ø Do not choose a password that's easy to guess,
- Ø Never send anything by fax or e-mail that you wouldn't put on the back of a postcard.

Task 4 (M1)

Compare and contrast the purposes of the different documents used in the selection process of your chosen organisation.

Purposes of an Application form

When you apply for a job you are typically asked to complete an employment application. You may be asked to complete a job application even if you have already submitted a resume and cover letter. That way, the employer has a record of your personal and employment history, verified and signed by the applicant. It's important for your job applications to be complete, correct (no errors) and accurate. Here is the information you will need to complete an application for employment and tips and suggestions for writing applications that make a great impression.

Job Application Form Details:

Personal Information:

- Ø Name
- Ø Address
- Ø City, State, Zip Code
- Ø Phone Number
- Ø Eligibility to Work in US
- Ø Felony convictions
- Ø If under age, working paper certificate

Education:

Some forms are short on space for listing all your qualifications or modules. It may be possible to summarise key results or modules and refer to a fuller listing on a separate sheet, in the additional information box, or as 'available upon request'. If in doubt, contact the employer to confirm. Similarly, if your qualifications don't translate into UCAS points and there's no room for explanations, contact the employer to ask how to proceed. The UCAS website has a section on the comparability of international qualifications, which may help.

- Ø Schools/Colleges Attended
- Ø Major
- Ø Degree/Diploma
- Ø Graduation Dates(s)

Position Applied For Information:

- Ø Title of the job you are applying for
- Ø Hours/days available to work
- Ø When you can start work

Employment Information:

- Ø Names, addresses, phone numbers of previous employers
- Ø Supervisor's name
- Ø Dates of employment
- Ø Salary

Ø Reason for Leaving

Interests and achievements

Similar principles apply as for your work experiences.

Ø Emphasise key words that demonstrate evidence of your skills.

Focus on demonstrating appropriate behaviours rather than seeking to impress an employer with an amazing achievement.

References

Ø List of three references - names, job title or relationship, addresses, phone numbers

Comparison of Application form with other documents

The application form is different to all the other documents involved in recruitment and selection. The application form is similar to the CV but in the format of a form. Where what they ask you is what you fill in, meaning no excess information. They are usually very long meaning more than a page. Different organisations will have different layouts of an application form. Whereas with CV's and covering letters, you can adjust to it to meet your needs and wants, with applications you can't express yourself much as you can with CV's and covering letters. The application form will ask you to write things such as hours of work and full time or part time. This is different compared to a CV or personal statement, as this will not be necessary. It will require every single item's of your personal details compared to other documents this can be done briefly. The application form's are made for applications and what they can offer whereas the CV is on the other side of the spectrum as it's what we can offer the employer.

Cv- Curriculum Vitae

The Curriculum vitae is a document containing a summary or listing of relevant job experience and education, usually for the purpose of obtaining an interview when seeking employment. The CV is the first item that a potential employer encounters regarding the job seeker, and therefore a large amount of importance is often ascribed to it. It is a summary typically limited to one or two pages highlighting only those experiences and credentials that the author considers most relevant to the desired position. Simple résumés may be organized in different ways. The following are different types of cv's:

ü Chronological

ü Functional

ü Combination

A standard CV consists of the following:

Personal details at the top, such as name in bold type, address, contact numbers and if the subject has one, an e-mail address. Photos are not required at all, unless requested.

Modern CVs are more flexible.

A personal profile, written in either the first or the third person, a short paragraph about the job seeker. This should be purely factual, and free of any opinion about the writer's qualities such as enthusiastic and highly motivated etc.

A bulleted list of the job seeker's key skills or rather, professional assets - skills alone are somewhat unsophisticated

A reverse chronological list of the job seeker's work experience, including his or her current role. The CV should account for the writer's entire career history. The career

history section should describe achievements rather than duties. The early career can these days be lumped together in a short summary but recent jobs should illustrate concept, planning, achievement, roles.

A reverse chronological list of the job seeker's education or training, including a list of his or her qualifications such as his or her academic qualifications (GCSEs, A-Levels, Highers, degrees etc.) and his or her professional qualifications (NVQs and memberships of professional organisations etc.). If the job seeker has just left the place of education, the work experience and education are reversed).

Date of birth, gender if you have an ambiguous first name, whether you have a driving license used to be standard - but nothing is required and you should not waste space on trivia. An employer requesting date of birth and gender needlessly could find itself on the losing side of recent anti-discrimination legislation.

The job seeker's hobbies and interests (optional)

It is obligatory for it to be typed or word-processed, not hand-written.

There are certain restriction for CVs:

- ü The CV being longer than three full sides of A4 paper
- ü Writing anything pejorative about other persons or businesses.

If applying for a specific position, omitting a covering letter explaining one's suitability.

Comparison of CV with other documents

The Cv is a document where one can express himself compared to an application form. One can adjust a Cv to their needs and wants, but its length similar to application form, which is more then a page. A Cv is more about yourself; you're past life and achievements, where as an application form is what a particular organisation wants from you and what is required. A Cv is more to do with selling yourself so an employer can see what you can offer compared to documents such as cover letter and application form. But the length of the CV is limited compared to an application form, but similar to a covering letter as it its too long employers may lose interest. A Cv is usually handed in by the applicant looking to employment whereas an application is the opposite because it's what is handed to you by the employer. It's very similar to a personal statement, but personal statement is related to educational institutions then work placements.

Covering letter

The covering letter puts flesh on the bare bones of the CV. It points out to the employer the information showing that you have the qualities the job calls for, and makes a statement about yourself and your suitability for the job. It should give the personal touch that your CV will intrinsically lack. The covering letter is the principal way in which you can demonstrate your understanding of the employing organisation and how you relate to its values, ethos and aspirations. While your CV sets out the skills you have for the post, your covering letter more explicitly presents your motivation and adaptability. A covering letter should:

- Ø Demonstrate to the employer your interest in and knowledge of the company;
- Ø Highlight particular parts of your CV that are your unique selling points;
- Ø Draw attention to additional information that does not fit easily into a CV;
- Ø Explain any personal circumstances or anomalies in your application.

Well-written covering letters are also particularly effective for speculative applications outside a recruitment cycle.

Style

- Ø Address your letter to a named person. Especially with speculative applications, you should phone the company and find out the name of the person who

deals with recruitment. This will ensure that it reaches the right person. It also gives you a contact name for a follow-up call or email.

Ø Think from the employer's perspective rather than your own. Tell them what you can contribute to the organisation rather than how it can benefit you.

Ø Ideally your covering letter should be no more than one page long and with short and clearly themed paragraphs.

Content

The following format provides a useful overview for a letter:

Ø Briefly introduce yourself, state what position you're applying for and where you saw it advertised. For a speculative letter, specify the type of work you're looking for.

Ø Explain why you're interested in this type of work, demonstrating an understanding of what it's likely to involve.

Ø Explain why you're interested in working for this particular employer. Demonstrate enthusiasm and evidence of research into such aspects as their successes, involvements, values or clients.

Ø Highlight the ways in which you're suitable for this position. Provide evidence of your key strengths by referring to experience listed on your CV. Aim to show that your key strengths reflect the requirements of the employer and position.

Ø Take the opportunity, if necessary, to explain any anomalies in your background, such as any time gaps or any ways in which you don't match the selection criteria. Perhaps explain how any hurdles you've encountered have helped you develop in a positive way.

Ø Indicate availability for interview.

Comparison of covering letter with other documents

This is like the 2nd stage of the CV or like a continuation of the CV. So that way it's different to the Cv but may have some features of it. It is normally brief such as 1 page compared to an application form, which can be pages and pages. The covering letter would require an applicant to go more direct and brief then finally stating when they are available for the interview. Whereas, a Cv or personal statement would require you to give more details and history. This is more like a letter style and format then an application form.

Personal statement

Personal statements are frequently required in applications for postgraduate study; in particular business courses, such as MBAs, but are also required for areas such as postgraduate teacher training. You are typically allowed about 1 page of A4 (250-500 words) to "sell yourself". Sometimes you will simply be asked to "provide evidence in support of your application" whereas sometimes the question will be much more prescriptive. Many application forms require you to complete a personal statement in support of your application. You will usually be asked to give your 'reasons for applying' and other information relevant to the job specification, including your knowledge, skills and experience.

Your personal statement should relate directly to the specifications of the job or course you're applying for. It's important that you address all the points in the job specification in the order in which they appear. Imagine this being used as a checklist by the person short-listing.

Address each point on the job specification in a clearly themed paragraph:

Ø In your first sentence you might make a short STATEMENT summarising how you meet or relate to the requirement.

Ø The next few sentences should provide a concrete EXAMPLE of the assertion(s) you've just made.

Ø A final sentence that shows REFLECTION will add depth to the point you're making.

Comparison of personal statement with other documents

This is very similar to a personal statement in terms of style and purpose. It gives the freedom to write what you want to express on a piece of paper. The writer should do it in such a way that it impresses the employer or educational institute. It is very different to a covering letter, as it is not required to be very brief and is not even in the same layout as an application form. A personal statement is required to be very formal as it can give out good images or impressions. Also similar to a Cv you are required to include all your qualities and achievements you may have and also each paragraph will consist of a different topics similar to a CV.

Task 5 (M2)- Analyse your contribution to the selection process in a given situation. In my class I took part in an interview with my colleague, this was like a preparation of how it will be like out there in the real world. So here are different types of interviews:

Face-to-face interviews

These are one-to-one meetings between the candidate and the interviewer.

Panel interviews

These involve several people sitting on a panel. The actual number of interviewers can vary but there is usually a chairperson to coordinate the questions, a specialist who knows about the job in detail and an HR manager. These types of interviews are popular in the public sector.

Telephone interviews

Telephone interviews are increasingly used by companies as an integral part of the recruitment process. Most commonly, they are used as a method of initial screening but some use them as far down the line as third or fourth interviews. The majority of companies inform you in advance and usually pre-arrange a time with you but you should also be prepared for those who just ring! Remember, it is just as important to make a good first impression on the telephone as it is in person.

Group interviews

Several candidates are present and will be asked questions in turn. A group discussion may be encouraged and you may be invited to ask questions to the other candidates.

Sequential interviews

These are several interviews in turn, with a different interviewer each time. Usually, each interviewer will ask questions to test different sets of competencies. However, you may find yourself answering the same questions over and over. If this does happen, make sure you answer each one as fully as the time before.

Pre-interview Interview Post interview

·	Short listing·	Application packs·	Information for candidates·
·	References·	Interview ·	Questions· Interview checklist·
·	Decision documentation ·	Informing candidates of decisions·	
·	References·	Candidate's feedback·	Police/medical checks

My Role as an Interviewer

In class I played the role of an interviewer, so as an interviewer I had to observe my colleague that played an interviewee. In the job description provided, I underlined the essential knowledge's, skills and abilities that the interviewee should possess. Then I reviewed the questions that I had prepared earlier to check if they were job related. When the interview had started and I had started asking my questions at the same time I was looking to see if there was any eye contact from the interviewee. Which is essential in a face-to-face interview. I then listened to the voice carefully to check if there was a lack of confidence in the tone of the voice that may be a sign of the lack of self-confidence. I had in mind that as the role of an interviewer I shouldn't accept everything that the interviewee says at a face-to-face value, so I responded by asking questions. I tried to find the strengths and weaknesses of the interviewee. Then when the interview was coming to an end I would ask much more relaxing questions just to finish it off then I ended the interview with a handshake.

The above was all as an interviewer and I also played an interviewee from that I have learnt that as we go into an interview. We slowly start settling in and from this our confidence grows and grows. I also prepared before hand what I was going to say in the interview, so that way I wouldn't get nervous or hesitate to answer any questions at the interview. I made sure that I would make eye contact, if I didn't it would seem very rude to the interviewer. I made sure I spoke clearly so the interviewer can hear what I am going to say. Most of all I made sure I didn't move constantly as it is a sign of low confidence and nervousness. Most of all I think I gave the interviewer a good image by smiling and creating comfortable conversations. I thought that I had done well in the interview with numerous things such as knowledge of the organisation but if there was one thing I can improve on that would be doing more research on my strengths and weaknesses that is what I can improve for next time.

Task 6 (D1 & D2)

D1- Evaluate the usefulness of the documents in the interview pack of your chosen organisation in facilitating the interview process.

D2- Evaluate your experience of planning and participating in the recruitment and selection process.

The documents that are involved in McDonalds recruitment and selection process all play very important roles. The following is how McDonalds use these documents in the interview pack contributing to the interview process.

In some companies, job descriptions are dry, outdated documents whose main purpose seems to be taking up space in a filing cabinet. But these companies are missing a tremendous opportunity to improve productivity, moral and running a high risk of legal trouble in the future. McDonalds job description provides candidates and the employees who report with a blueprint for success. It's the basic tool McDonalds uses to hire, measure, and manage the performance of each of the employees and the team as a whole.

The job description is the basis of McDonalds search for a new hire By clearly defining the job up front in writing, and using that document to make sure candidates know what the job entails, they will have already established and communicated the requirements for success. The job description will also weed out those who don't have the qualifications necessary to do the job, which will save you time in the long run.

The job description is modified and used to market McDonalds job's online- McDonalds adapt portions of the job description to create customized email messages

targeted at candidates who use online networking sites such as LinkedIn or Facebook. This will give McDonalds a much broader pool of applicants to choose from when filling their position.

McDonalds use the job description as an interview tool to help them find the best person for the position- Once McDonalds have the job outlined, they build their set of interview questions around the job's actual requirements—which will not only help them find a great hire, but also help them steer clear of topics that could lead to legal trouble, such as an applicant's disabilities or private life. And when it's time to choose from their pool of applicants, McDonalds will already know exactly what qualities and skills the successful candidate should have.

New (or recently promoted) employees can use the job description to get an immediate understanding of what McDonalds expect-By explaining what the job requires up front, before an applicant accepts the offer, they can eliminate much of the fear, uncertainty, and doubt that often accompany the decision to accept a new job. McDonalds can also help employees hit the ground running on their very first day of work.

Job description is the basis for solid performance management-Once the employee is on board, McDonalds use the very same job description they used in the hiring process to explain what constitutes success in the job. They can measure how an employee is doing against those expectations and help an employee get back on track, if necessary, simply by referring back to the job description. Keeping the description up to date as the position changes will help McDonalds coach their employees and give them standards by which to measure performance fairly and accurately as positions and responsibilities change.

Job descriptions can be used to determine pay levels- By accurately describing what a job entails, and the skills, credentials, and other qualifications necessary to get it done, a job description gives the McDonalds human resources department a solid way to measure the value of a job and set the pay accordingly. If a company doesn't have a human resources function or a formal compensation program, the description will give you a way to compare this job to other positions in the company when you or others set pay rates.

Job descriptions help's McDonalds limit their company's legal exposure- If McDonalds clearly understand what you are looking for in a position and focus solely on those criteria when filling the job, they will be much less likely to base your hiring decisions on factors that aren't job related. The interview questions will be relevant only to the job, and your hiring choices (and performance management decisions) will be based on the person's qualifications and ability to do the job—not on his or her personal characteristics or beliefs, and not on your personal likes or dislikes. This is critical in maintaining a bias-free workplace where employees are treated fairly and consistently.

Application forms

Some employers still insist on using forms for job applications as it enables them to compare candidates more easily. Application forms are increasingly being made available online meaning candidates can save the form and sharpen up their application until they are ready to send it off. Even the smallest business should today use a job application form when it wishes to recruit staff.

McDonalds Job application forms allow them to frame questions to discover applicants' skills and competencies in a consistent format, which is essential in defending any cases where they are accused of discrimination or unfair treatment. It also allows the McDonalds to ensure that any personal questions asked are compliant with the requirements of the Data Protection Act.

Person specification

Drawing up the person specification allows McDonalds to profile the ideal person to fill the job. It is very important that all the skills, experience, qualifications or aptitudes included in the specification are related precisely to the needs of the job. If not, there is a greater chance that someone will be employed that is not suited for the role. The person specification should not state any unnecessary requirements for the job to avoid the possibility of discrimination against particular groups of potential applicants. Writing person specifications help McDonalds develop and implement a policy of equal opportunity in the recruitment and selection of employees.

Covering Letter

The cover letter is a summary of the reasons why you are the best candidate for the position. Its purpose is to make the reader want to read more about you in your resume and to get you an interview. It can help answer three questions that are often on asked by McDonalds and most organisations:

- Can they do the job?

The candidate must show that they have the right abilities, skills, knowledge and experience.

- Will they do the job?

Candidate must also show that they are very interested in the work itself and that they have the other attitudes necessary for success in the role and in McDonalds.

- Will the candidate fit in?

The candidate must show how their values and goals match McDonald's values and goals. Their language and stories can also demonstrate how they might fit in with clients and co-workers.

The candidates written communication skills are assessed by McDonalds in their applications, and particularly in their cover letter. McDonalds may be assessing any of the following:

- How well they structure written information.
- How well and how clearly they express your ideas.
- How well the candidate targets their communication to his/her audience.
- Candidate's grammar and spelling ability.
- Their understanding of document formatting.
- Their attention to detail in regards to typos and information.

Cover letters can also demonstrate their analytical abilities. McDonalds will be assessing how well they have researched the organisation and the position and how they have analysed and addressed McDonald's needs in the letter.

My judgement of the usefulness of the documents used in the interview pack of my chosen organisation: McDonalds
Application forms

Advantages- It's standardized format, so it's easier for McDonalds to scan the information and make comparisons. They get all the information you need to know in order to schedule an interview, schooling to see if the candidates have the right qualifications required from McDonalds, plus work experience to see if they have the experience required by McDonalds. It forces McDonalds to set out their educational qualifications in a standardised way, so that they can quickly see how the candidate's rank and it is more objective.

Disadvantages- The McDonalds application form is very lengthy, meaning more than 3 pages. Some candidates may feel put off by this and it may also prevent them from filling it in. It requires the candidate's social security number, which is unsafe, especially when it's on paper. There isn't space on their application form like you do with CV's and in that case; McDonalds don't allow CV's or cover letters. Candidates may make up false information and McDonalds may not even find out. They don't have much choice or opinion to write down as most questions on the application form will be asking yes or no or will have limited options.

Person specification

Advantages- Through Person specification, McDonalds are setting the ground rules for their potential employees. What they are supposed to do in their role. For example it is no good employing someone as a cleaner without telling him or her what they are meant to clean. An example would be a high-rise office block. Are they supposed to clean the outside of the windows too? Your car? Your shoes? It has to be specified or you will end up with a workforce who simply does not know what they are employing them to do. It gives a better overview of what the job entails. It details the type of person required for the job, the qualifications and experience required and what skills they should possess and be able to demonstrate. On the whole it makes McDonalds process more selective as there will be less applicants to look through but all of them will be generally closer to the job specification.

Disadvantages- After observing McDonalds person specification, I have found out that it has no disadvantages and has only advantages, in my opinion.

Job description

Advantages- well a job description advantage is that it actually draws the first picture of what the job entails, but it is not necessary to include a full description, some other tasks "not in the JD" emerge due to a development in your position or because they are minor tasks that sometimes companies do not mention.

Disadvantages- sometimes companies ask about a Financial Analyst position that you may find different nature to the job other than analysing profitability figures. At the end the job description is important as much as it is also important to interview the interviewer; about the exact nature, duties & tasks of the job.

Cover letter

Advantages- I think it gives you a chance to highlight experience or education that is directly related to the job you're applying for. It can also be a good way to summarize your expertise, abilities, etc. It is a first impression; a cover letter is the first thing that is seen by a potential employer. If it is good it gets them to turn the page and look at your resume. If it is not good, well you can guess where your resume ends up.

Disadvantages- Since with most organisations a cover letter is optional, I would say that it has no disadvantages that McDonalds can relate to.

D2- Evaluate your experience of planning and participating in the recruitment process. In this task I am going to be talking about my experience of the contribution I made in the interview in our class. I will be evaluation what I did good and what I can improve on.

As we started the interview I was dressed in casual clothes during the interview. From my point of view I think if I had put on some formal smart clothes, my performance at the interview would've been better. I would've feel more professional and have more confidence in participating in the interview. Because in the real world of work, interviewee's are supposed to dress in formal clothes to give employers a good first impression or image.

One of the positives I got from the feedback was that I hade broad knowledge of the company and their history. This was because I studied as much as I could about the company before I went in to the interview. Because being knowledgeable and informed will show a zeal for that position. During the interview my eye contact was very sharp and good, this gave me confidence in the interview and it also builds their trust in you. Before the actual interview I have the interviewer a firm handshake, which is something professional and done in very interview. I spoke honestly and directly about my goals and myself. I could've improved my voice as it wasn't that clear this maybe because I was a little nervous and had less confidence to start of with. From my point of view I think I closed the interview well, because not only do you need to begin the interview on the right foot, you've got to try and end it on the right foot as well. I ended the discussion with an overview of the questions and points made in my discussion and I also let them know that I am looking forward to hearing from them regarding their decision. Body language is vital in any interview; I think I can learn more about body languages because my focus on it was low. Next time I will remember to sit up straight with both feet on the floor.

I made sure that I was very familiar with my CV and was prepared to answer questions from it, similarly I ensured that I read the job description thoroughly and thought of ways in which in which my experience will benefit the organisation. I listened carefully of what was being asked of me and gave positive examples from my experience to date to be direct to the point. I did my best to avoid one -word answers and prepared myself in advance for common interview question. Next time to improve my interview skills, I will practice with friends and family. Going over main points and questions before hand this can help me feel more confident.

Conclusion- In this assignment I have learnt different aspects of recruitment and selection, this will help me in the future.