



SADC

2019 Human Resources Challenge

UNDERSTANDING THE 10 STEPS IN THE HIRING PROCESS

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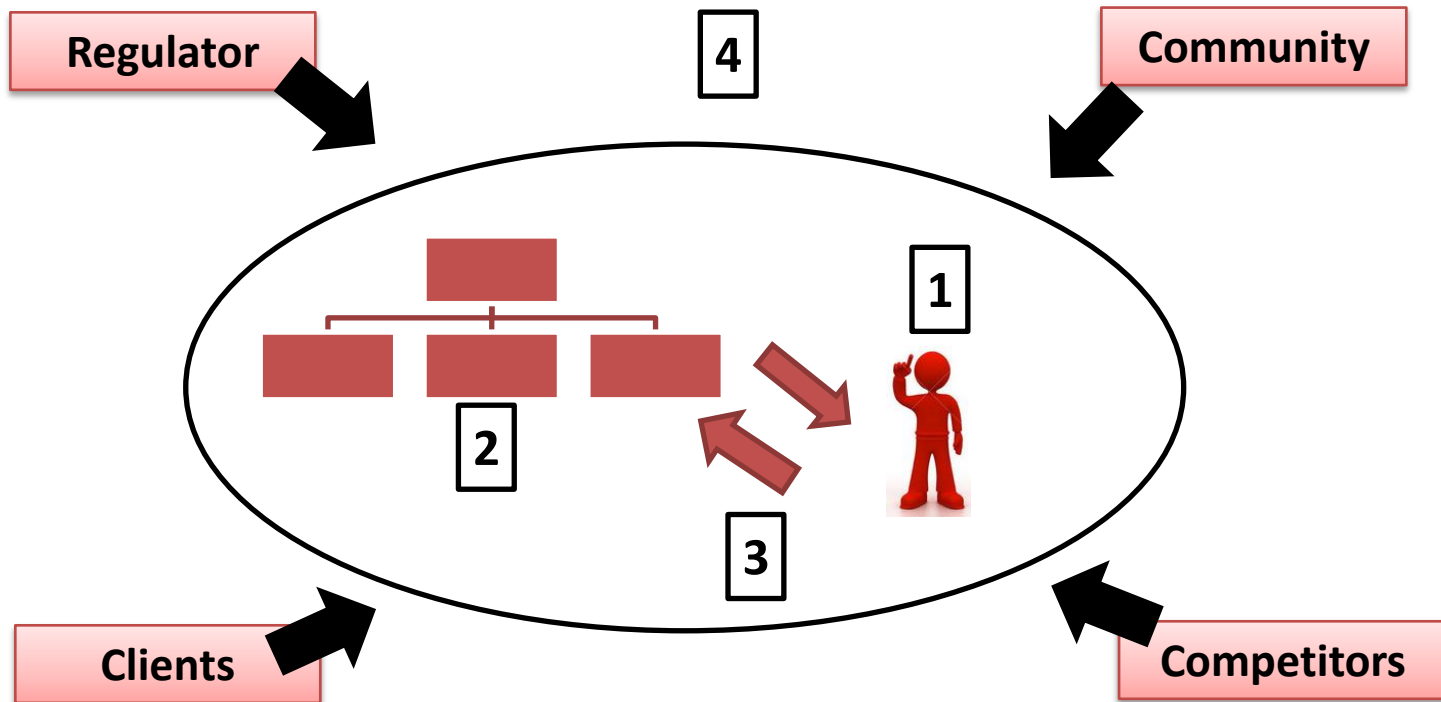
A brief biography...

Professor Jamal Ben Mansour (M.Sc, Ph.D., CRHA) is a professor in the HRM Department at the École de gestion de l'UQTR and a regular researcher with the INRPME (small and medium-sized business research institute). He has acquired more than eight years of professional experience as a consultant in various fields (public administration, the banking sector, SME) prior to earning a joint interuniversity doctorate (UQAM, HEC, Concordia and McGill) in human resources management. He teaches leadership, human capital management, HR analytics and research methodology courses at the graduate and undergraduate levels and has cutting-edge expertise in qualitative, quantitative and mixed methods, particularly longitudinal specifications. He deals with matters on issues relating to the entry into an organization (talent management, the commitment process at work, attitude change over time, the organizational and professional socialization of newly hired employees, plural leadership) along with very successful HRM practices. His research findings have been published in scientific publications for the layperson (e.g. *Attirer, Retenir, et Fidéliser les Ressources Humaines ; L'entrée Organisationnelle des Jeunes Diplômés ; Les PME, d'Hier à Demain ; Comportement Organisationnel V3*), dans différentes revues savantes (e.g., *International Journal of Environmental Research and Public Health ; Journal of Human Resources Management and Labor Studies*), and press releases in several national and international conventions (e.g., *AIPTLF ; ASAC ; EAWOP , Conference on Commitment ; Academy of Management Conference*).

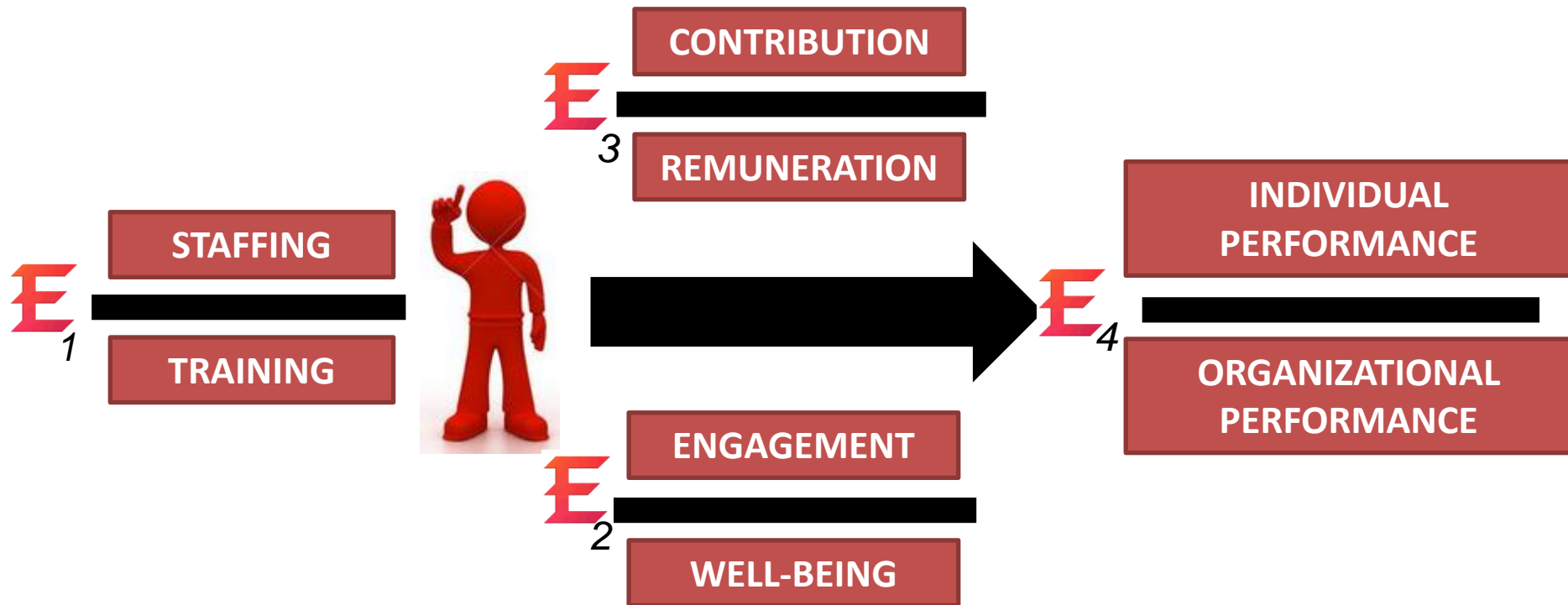


INTRODUCTION

Introduction ... (1/2)



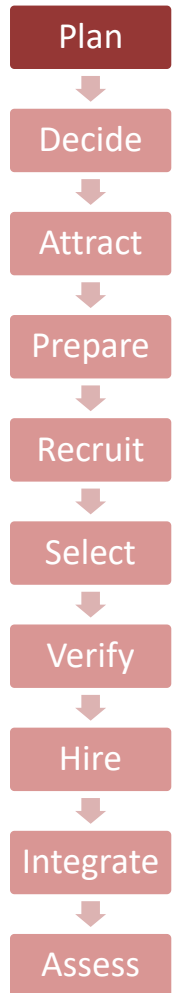
Introduction ... (2/2)





THE 10 STEPS TO HIRING

The 10 steps to hiring...



➤ **HR planning** (HR blueprint)

- **Objectives**

- Balance HR supply and demand
- Coordinate HR activities
- Ensure production capacity
- Increase productivity

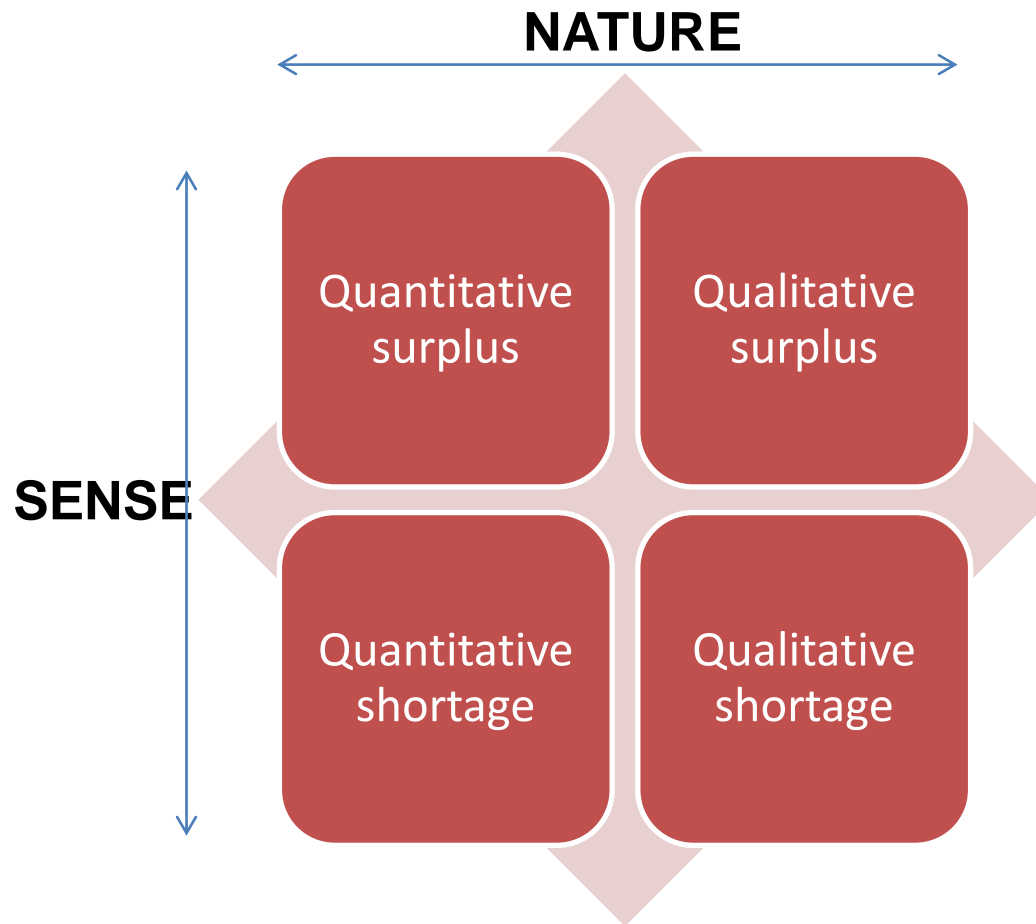
- **Level:** strategic and operational

- **Issue:** quantitative and qualitative

- **Activities**

- Analyze factors of change
- Predict HR demand
- Predict HR supply
- Assess the gap between supply and demand (*see following pages*)
- Create an action plan

Assess the gap between supply and demand



Assess the gap between supply and demand

➤ **The quantitative human resources shortage**

- Forecasted needs exceed the availability of human resources.

➤ **The qualitative human resources shortage**

- Insufficient skills related to new company requirements.

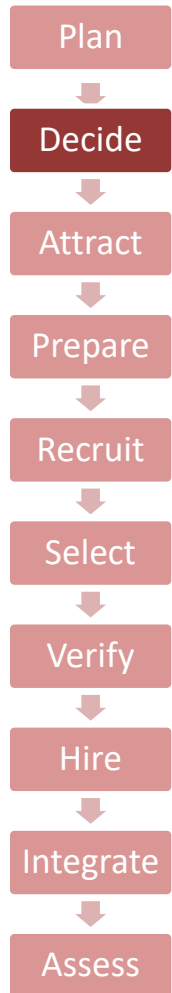
➤ **The quantitative human resources surplus**

- Forecasted availability exceeds human resources requirements.

➤ **The qualitative human resources surplus**

- Skill level of employees exceeds job requirements.

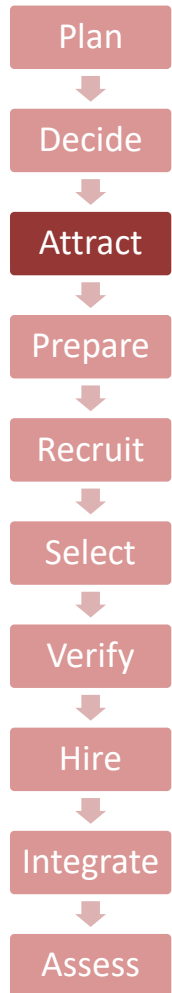
The 10 steps to hiring...



➤ **Decide** (staffing YES/NO)

- **Internal options**
 - Overtime
 - Prolonging working life
 - Training
 - Increasing productivity
 - Reducing HR needs
- **External options**
 - Temporary placement agencies
 - Outsourcing (other than the value chain)
- **Staffing**
 - Full-time
 - Part-time
 - Internal
 - External

The 10 steps to hiring...



➤ **Develop your attractiveness** (choice employer)

- **Position yourself with regards to...**

- Constraints
- Expectations of job seekers
- Competitors

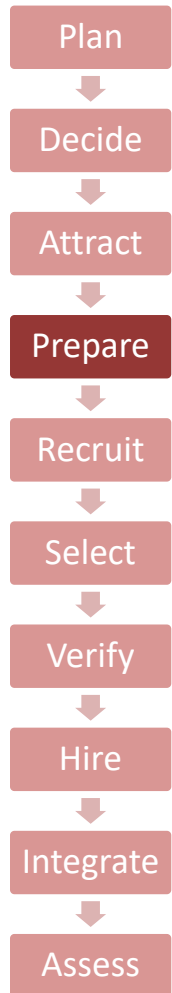
- **Develop your value proposition**

- Support upon entry
- Sense of fun
- Work-life balance
- Career development
- Salary and benefits
- Etc.

- **Develop your employer branding**

- **Communicate and promote**

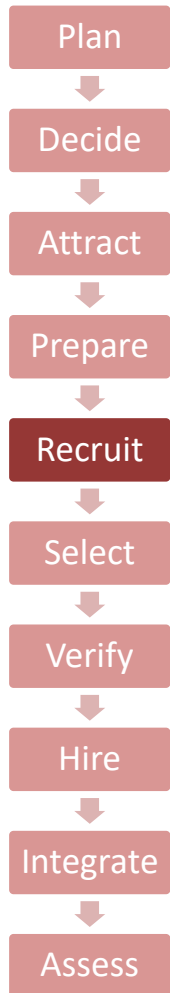
The 10 steps to hiring...



➤ Prepare for staffing

- **Analyze the legal and ethical framework**
 - Legal framework
 - Collective agreement
 - Ethical framework
- **Analyze positions to be filled**
 - Analyze tasks
 - Analyze skill requirements
 - Determine hiring criteria (preselection or selection, A-I-I)
- **Plan staffing**
 - Scope (regional, national, international)
 - Budget (marginal analysis)
 - Timeframe (labour market timing)
 - Responsibility (insourcing, outsourcing)
 - Quality of tools (reliability, relevance, usefulness)
 - Role (responsible, supervisor)

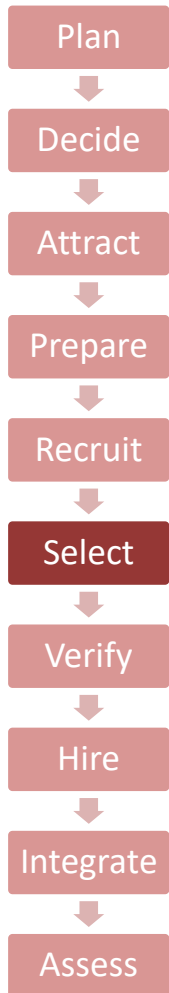
The 10 steps to hiring...



➤ Recruit

- **Develop your recruiting strategy**
 - Target (e.g.,: employment equity)
 - Source (internal, external)
 - Methods
 - Message (idealistic or realistic approach)
 - Recruiter
- **Advertise**
 - Idealistic approach
 - Realistic approach
 - Semi-realistic approach
- **Persuade candidates**
 - Communicate
 - Maintain interest

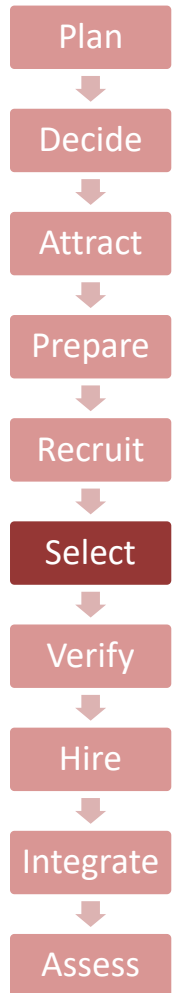
The 10 steps to hiring...



↘ **Select (1/2)**

- **Preselect** (eligibility, degree, experience, salary expectations/schedule/availability, membership in a professional body, minimal qualifications)
 - Understand the career movement of candidates
 - Sort resumes (A, B, C) rather than classify them
 - Conduct preselection interviews

The 10 steps to hiring...

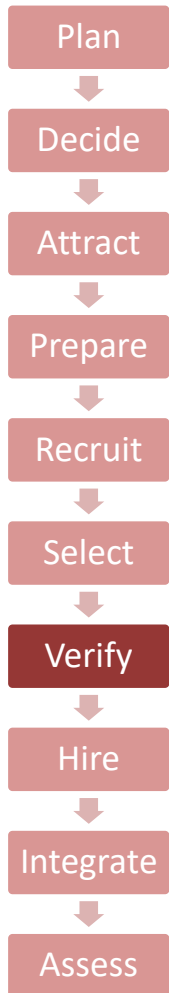


↘ Select (2/2)

■ Selection

- Selection committee (skills, absence of conflict of interest)
- Structured selection interview
 - Preparation, process, candidate assessment
 - SMART questions (knowledge, behaviour, simulation exercise, role play)
- Selection test (knowledge, linguistic and cognitive abilities, situational judgement, personality at work)
- Questions for the selection committee (organization, position, career, chances of being hired for the position)

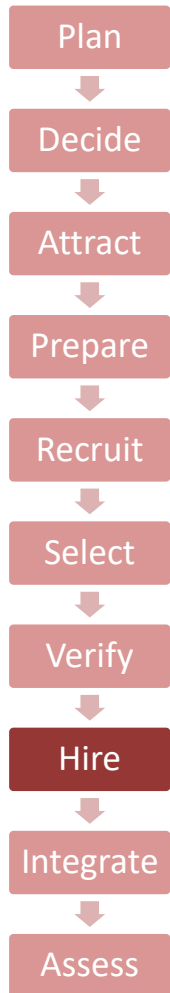
The 10 steps to hiring...



↳ Verify

1. Academic history
2. Professional references
3. Criminal history
4. Credit history
5. Medical file
6. Internet

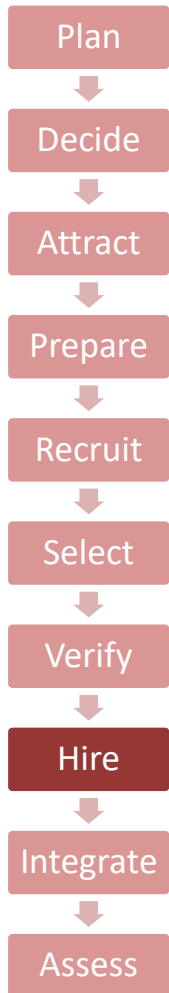
The 10 steps to hiring...



➤ Hire (1/4)

- **Choosing the candidate – decision-making model**
 - **Equal weight**
 - **Rational weight** (weight based on the judgment of one or more experts)
 - **Global, compensatory or multiple regression method**: addition of the scores for each test, weighted or not
 - **Passing score method** – minimal score required for each test (interview, test, ...) – more appropriate when the relationship between scores and performance is non linear or when the scores are non compensatory
 - Selection ratio
 - Grouping
 - Passing score method (simple or multiple), sequential or non sequential
 - **Profile comparison method**: comparison of each test score to an ideal profile

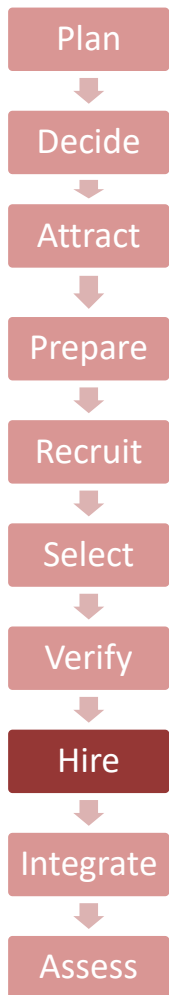
The 10 steps to hiring...



➤ Hire (2/4)

- **Legal framework**
 - Civil code (sections 2085 and 2086)
 - Labour law
- **Job posting**
 - Conditional
 - Time sensitive
- **Employment contract**
 - Individual or collective (collective agreement)
 - In writing or not in writing
 - Term or open-ended

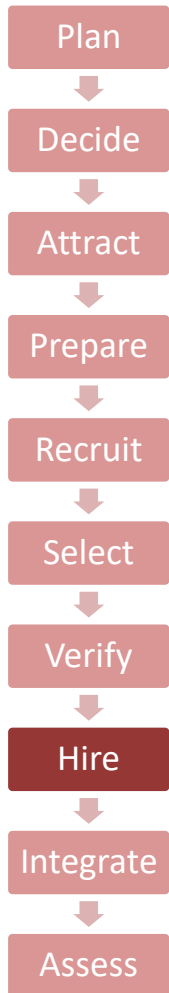
The 10 steps to hiring...



➤ Hire (3/4)

- **Employer obligations**
 - Provide work
 - Pay the employee for the work
 - Ensure the employee's safety
 - Protect the employee's dignity
- **Employee obligations**
 - Perform the work
 - Obey the employer
 - Be loyal and discreet

The 10 steps to hiring...

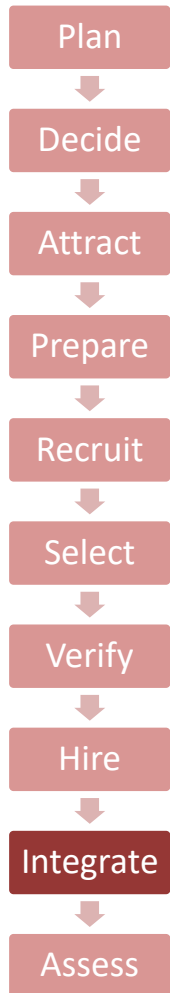


➤ Hire (4/4)

■ Standard content of a contract

- Duration of the contract (term or open-ended)
- Termination of the contract
- Job description
- Remuneration and benefits
- Work schedule
- Vacation and days off
- Probationary period
- Loyalty, confidentiality, exclusivity of service, non-competition (for a reasonable amount of time after leaving the position)
- Intellectual property
- Disciplinary measures in the case of poor performance
 - Administrative approach
 - Disciplinary approach (graduated sanctions principle)

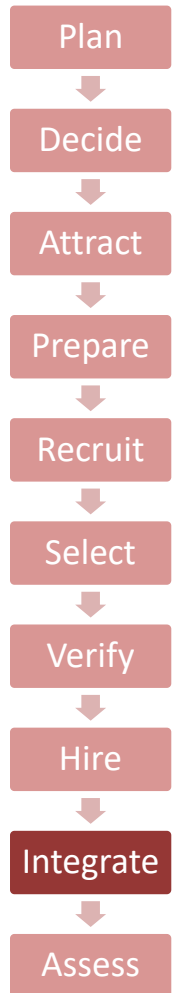
The 10 steps to hiring...



➤ Integrate (1/2)

- **Prior to starting**
 - Employee manual
 - Physical installations
 - Presence of the supervisor
 - Communication (internal and external)

The 10 steps to hiring...



➤ Integrate (2/2)

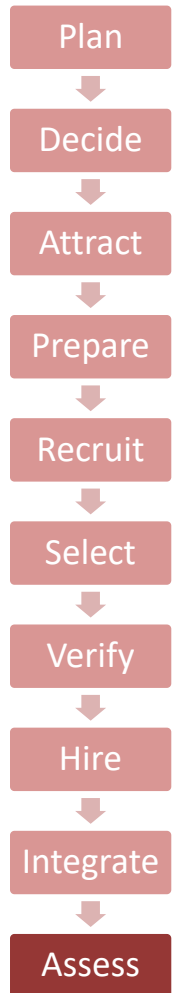
■ Upon starting

- Clarify expectations and performance standards
- Improve productivity
- Reduce the risk of accidents
- Improve knowledge of the organisation's objectives and values
- Foster interpersonal relationships
- Increase level of commitment to the employer
- Reduce the number of voluntary departures

■ Socialization

- Training
- Mentoring
- Social activities

The 10 steps to hiring...

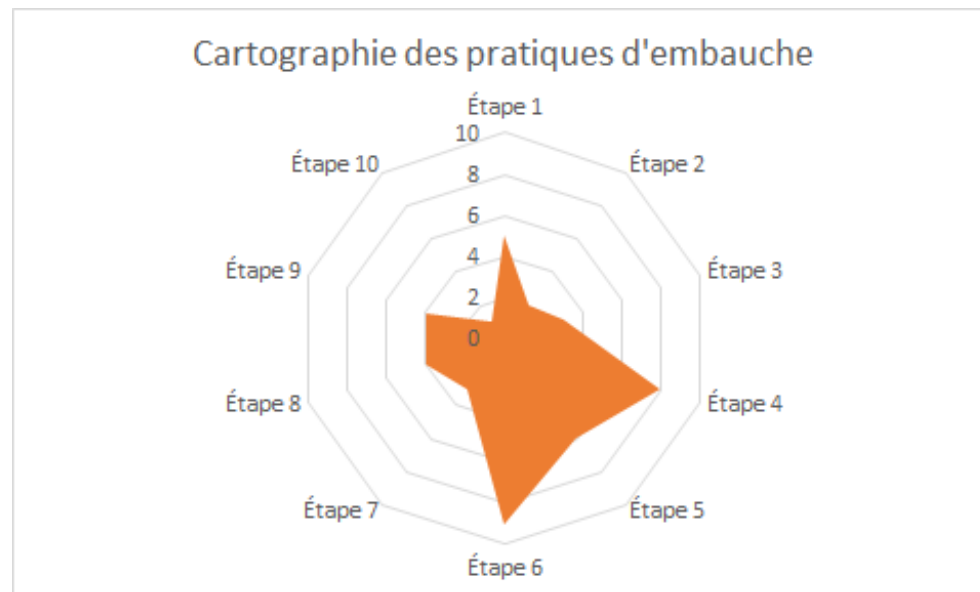


➤ Assess hiring practices

- **Why?**
 - Legitimacy, effectiveness, profitability
- **Content**
 - Skills of those responsible for staffing
 - Degree of satisfaction regarding staffing practices
 - Results and added value of staffing
- **Methods**
 - Internal diagnostic methods
 - External benchmarking methods
 - Financial and accounting methods

General assessment: profile of your hiring practices

- 1. Calculate the total score out of 100.**
- 2. Map your hiring practices.**
- 3. Share the lessons you have learned.**
- 4. Discuss your action plan.**





THANK YOU FOR READING!!!!
Contact me for any collaboration or additional information.

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