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Review

Recruitment and selection for Elgin pharmaceuticals: Cost and time factors

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Elgin Pharmaceuticals is one of the successful and profitable pharmaceutical manufacturers in UK. It is having 600 employees out of which a major proportion is of female workers (70%) working in headquarter and manufacturing plant of the company. Because of the progressive nature and effective policies it is attractive employer in the market, retention is very high and employee turnover is very low. Acquisition of the staff with required skills and qualifications is challenging job for the companies. Elgin Pharmaceuticals is also in the same situation while making staffing decision for this centre. The good reputation and company being for practicing the good human resource (HR) related policies will be helpful in attracting the required skilled people. Major source to be used and emphasized for attracting the required staff is the brand image of the company. For performing the staffing function and hiring the skills we need to perform some basic activities. These include job analysis process that will be helping in the determination of job description (duties and responsibilities) and job specification (required qualification to perform the assigned duties). So using this information we create the profile of people who should be hired with particular skills and may decide upon the tasks that need to be performed by these people. We have suggested using the external recruitment and selection techniques including, reference bases recruitment (from existing workforce), recruitment agencies, and direct advertisements for the job opening for the centre. What ever method is used, the strong brand image of the company plays positive apart in attracting the required talent. Based upon recruitment, recommended selection method and background testing formal contract or agreements with the newly hired staff should be signed and acceptance of the offered should be followed with placement of newly hired staff to the available positions initially for probationary period and when the probation is successfully completed subsequently the job confirmation is offered. Time schedule and cost related to make the staffing function has also been considered in this study.

Keywords: Human resource practice, Selection, Hiring, Cost factors, Time factors, Elgin Pharmaceuticals.

INTRODUCTION

Elgin Pharmaceuticals is one of the successful and profitable pharmaceutical manufacturers in UK. Founder of the company because of the old age has decided to

become the non executive chairman and hired a new CEO for the company. The newly hired CEO after analyzing the benefits policies at the company has decide to setup a child care and pre school teaching facility for the facilitation of workers to help them in managing third child based responsibilities. For this purpose keeping in view the workforce at headquarters as well as

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manufacturing plant a feasible premises have been purchased and availability of the required equipments is also ensured there. This proposed centre is supposed to cater 30 children with 10 children under the nursery category (0-1 year) and 20 places are available for the pre school age children (2-4 years). Estimated number of staff to work in the new established centre is 11 who should be having the capability and qualification to take the nursery children and teaching expertise for handling the needs of pre school children.

The recruitment and selection function for hiring the required staff at the proposed centre is presented in this paper. Elgin Pharmaceuticals have earned the high reputation, this image and high reputations lead to expectation regarding the company's ability to attract large number of applicants for the available positions. After careful analysis of the given situations going through the available literature, recruitments and selections techniques are being proposed that will best suit the company for acquiring the required skilled workforce. This report presents information about the recruitment and selection methods proposed placement of the newly hired workforce, related time and cost based action plan and recommendations to make this process more effective, reliable and credible in order to not hire only the qualified personnel but also credible people to fulfil the assigned responsibilities.

Issues to be addressed

The Elgin Pharmaceutical is a well reputed pharmaceutical manufacturer, it is known for its good management practices and progressive nature. Related to its this nature and linked with these good practice the CEO of the company has decided to start up a centre for providing child care and pre schooling to the children of staff. For providing this facility a premises have been already acquired and needs to be provided with relevant staff. For this purpose recruitment and selection based upon soft approach is advised, in this context the image of the company is used as source of attraction for generating the applicants and further staffing decisions. Recruitment and selection processes are preceded by HR planning process. Process of hiring the required qualified personnel to serve the clients in effective way is greatly influenced by the systematic HR planning approach (Hwang). Major activities of employment planning process in the organization include knowing and analyzing the positions to be filled and how to be filled (Dessler, 2002).

Job analysis

Job analysis is important factor in HR planning process. Job analysis is a way to collect all possible information

about certain job (Dessler). It helps in performing many HR functions like staffing, evaluating the job for compensation purposes, training and development etc. in present context this job required because staffing is being performed for new setup and their compensation related decisions will also base upon this information. Human resource planning plays very vital role and is required for the not only the cost of recruitment and selection but also to provide the information about the required skills and work to perform (Hwang, N.C. R. and Kogan, K. (2003).

Job specification

Job specification will be designed for the posts available. These descriptions will describe the experience skills and other attributes required to be possessed by the applicant. Families can be used a source of input while designing the jobs.

Job description

Job description will be designed to present the duties and tasks to be performed by the different positions. Two types of jobs exists

Positions available

- people to be hired to look after nursery age children (4 vacancies)
- staff to be hired to work for pre school children (7 vacancies)

"Management" of centre

Being the new setup we need staff not only to perform the basic tasks assigned but also to perform the relative administrative functions of the department for managing the centre and hired staff more effectively. For this purpose designate 2 people out of 11 hired for these managerial responsibility, one should be titled as the manager for the centre and other as coordinator for providing the coordination facility not only with in but to external stakeholders as well. The coordinator should be reporting for the activities to the manager while managers should report the performance to top management of the Elgin Pharmaceutical. Specific personal attributes like interpersonal skills, leadership and managerial skills are mandatory for designating the managerial roles and the compensation package due to this additional responsibility should also be comparatively higher than other staff at the centre.

Literature review

Attractions through company's brand image

Corporate image means, how the stakeholders perceive about specific organization (Vos, 1992). Recruitment communication needs to be linked with the image of the organization (Pia and Heilmann, 2010). Company's reputa can affect the applicant decisions regarding their choice to apply for job in that organization (Turban et al, 1998; Dowling, 1994). Perceptions of the candidates about the image of the company can influence their intentions to opt for job in particular company (Lemmink et al, 2003). People like to share their perceptions about the (positive negative aspects) corporate cultures (Gladen and Beed, 2007).

Referring to literature the brand image of the Elgin Pharmaceutical company can be used effectively in recruitment and selection process to make the process more successful. It is able to attain high reputations in the operating surroundings because of its progressive nature and extraordinary management policies especially in HR related areas. This good will and good image of the company can be used a source of attraction for the potential applicants as is suggested by Knox and Freeman (2006) emphasised that the service based organisations by using their brand name and image in the competitive labour market create advantage for attracting and retaining the quality workers.

Recruitment and Selection at Elgin Pharmaceutical

A well-planned and executed HR activities like recruiting, hiring and retention, not only help to increase the profits of organization but ca be the source of competitive advantage (Boxall and Steeneveld, 1999). Organizational vision, strategy and HR planning provide the foundations for recruitment. Major activities of employment planning process in the organization include knowing and analyzing the positions to be filled and how to be filled (Dessler, 2002). Key phases of recruitment and selection process include vacancy announcement, generating the applicants, assessing the applicants and finally making the decision for selection out of these applicants (Beardwell and Claydon, 2007). Selection process should be based upon ability required to perform the job, able to make contribution to organizational developments, (CIPD fact Sheet, 2009). Recruitment and selection process at Elgin pharmaceutical will be consisting of inviting applications, initially screening for checking eligibility, and candidates' short listings for appearance in tests, and finally structured interviews and notifying the selected candidates (Action plan-App-III). The entire process should be biasness free in terms of any preferences other than the eligibility and qualification because Preferring the employees in terms of demographics can influence

the organizational performance (Garcı et al 2009).

i) Recruitment

External recruitments is better approach to be used when expanding the workforce (HRM, Terrie Nolinke, Prentice Hall) as Elgin Pharmaceutical is also creating a new setup for which the staff is required and skill different from the existing is required therefore I will recommend the external recruitment approach. Elgin Pharmaceutical can use the external recruitment approach for acquiring the staff that is having experience in child care and ore school teaching. Company image can be used as source of attraction for qualified staff. Effective strategies in recruitment and selection of child care staff context can improve the child safety (Helen 2007). Specific care is need to be taken for the safer recruitment procedures (CIPD, 2004. we are available with the variety of methods for recruitment (details mentioned in appendix II) In order to attain people as per requirements the recruitment will be done on the widest possible area. In order to do this the following methods are recommended:

ii) Advertisements

Advertisement in newspapers is one of the cheapest sources for the recruitment. Kauhanen (1997), suggested that the most appropriate and important sources for recruitments include, newspaper ads, labor exchange departments, recruitment newspapers and the internet (e.g. company's web-sites). Positions available at the new established centre will be advertised in available leading newspapers and internet can also be used for this purpose. Advertisements provide the way to have access and reach to larger pool of potential applicants. The following information is presented in Table 1.

Organizations can use their Web sites to inform the potential candidates by highlighting the special and attracting features of the organization (Heilmann, 2010). Elgin Pharmaceuticals can also do this to attract the candidates by providing them lucrative career opportunities.

iii) Employment agencies (public/private)

Company is suggested to use the employment agencies both public and private owned to generate the pool of applicants. Government owned agency will be very much helpful in this regard; mostly the child care centres and schools are controlled by the government so these agencies will help to have compliances with the government rules and regulations. Employment agencies can provide us the source of availability of close matching of the skills available to the position available.

Table 1. The Role of Advertisements in HR Policies

S.#	Area/Context	Information
1	Organization	Name
		Purpose and mission
		Popular aspect
		Location
2	Job	Title
		Nature
		Major responsibilities
		Procedure of application
		Related benefits and compensations
3	Individual	Minimum qualification
		Skill required
		Experience required

Source: CIPD (2009).

iv) Reference based recruitment (from the existing employees)

The firm can acquire the assistance from existing employees in the recruitment; employees can solicit applications from friends and acquaintances. Current employees can be used to generate the pool of applicants by asking them to refer the required skill holders to be included in further selection processes. Major strength of this method is longer and greater loyalty commitment towards and jobs as compare to use other means of recruitment. References provided by the current employees are expected to be very much credible because the children of the employees are at the stake otherwise.

Selection

Short listed candidates who fulfil the eligibility criteria will be asked to appear for the following mentioned tests, and finally structured interview through interviewing panel will be conducted to make the decisions regarding the selecting or rejecting the candidates.

Ability tests measure

These tests will be used to test the cognitive and physical ability to perform the assigned job.

Personality tests

As the job nature is very sensitive and requires very caring attitude to manage the children, therefore the personality tests can be used to measure the attributes required to perform the job effectively

Psychological testing measures

These are suggested to be used for checking the job applicants' work in terms as accepted ethic, capability to manage challenges and other critical incidents related to job.

Drug testing

It is suggested to use this test before employment to ensure the health and safety of the children and related environment.

Interviews

Interview is an instrument for measuring the capabilities of the candidates; structured interviews are recommended for assessing the abilities of candidates at Elgin pharmaceutical to have effective and authentic results because biased behaviours regarding some factors like gender, racial origin and age can influence the interviewer's assessments of candidates (Herman, 1994). Interviewers should know the legal obligations in interviewing contexts and should remain unbiased in the process.

Pre-Selection activates

After conducting the recruitment and selections processes and deciding upon the candidates to be hired, company should perform some assessment or checking activities regarding the historical background, criminal records, and previous employment history. These assessments can be done through the reference provided by the employees, previous employers and

CRB. These assessments will help company in checking the accuracy of the information provide by the applicants regarding their personal attributes, qualification, ability to perform and experiences .

References Check

Reference check is performed for knowing the previous career history of the applicants and degree of accuracy of information provided by the applicant. Application under considerations should be also evaluated through reference checks when performing the function of hiring skilled workers (Garcia, L.B. and Kleiner, B.H. 2001). Authenticity of the Information regarding personal attributes and performing ability can be judged by checking the background and past job track of the applicant (Dunn, 1995).

Criminal Records Bureau (CRB) Assessments

In order to select credible, quality and qualified staff assessment for checking their historical background is recommended from Criminal Record Bureau (CRB). The previous criminal record assessment for newly hired ones is necessary and is highly recommended for the proposed centre at Elgin Pharmaceutical.

Health Fitness certification

Health of the children is important and is influenced by people who are taking care of them. Therefore the health fitness of staff both in mental and physical contexts is required to be certified before induction, use designated authorities and professionals are recommended for obtaining these certifications.

a) Notifying selected candidates

After deciding upon which candidate to be hired, the selection should be notified and communicated when to join, terms and conditions of employment and respective salaries etc. newly hired should be orient by HR department regarding the organization, job and respective department for which he/she has been hired.

Recruitment and selection process

Following are the major activities performed in recruitment and selection process (Dessler, 2002) i.e.,

a. Using recruitment process (various methods Appendix II) invite applications

- b. Initial Screening
- c. Application Blank
- d. Pre-employment Testing
 - General Intelligence Tests
 - Aptitude Tests
 - Personality and Interest Tests
 - Achievement Tests
 - Honesty Tests
- e. Interview
 - Structured Interview
 - Unstructured Interview
 - Mixed Interview
- f. Background Checks
- g. Conditional job offer
- h. Medical Exam/Drug Tests
- i. Final Selection Decision

Recruitment and selection Methods

Recruitment methods are the specific means through which potential employees are attracted to the firm they can be internal or external recruitment methods. Table 2 shows some internal and external selection methods.

CONCLUSION

Based on the review of given situation and going through the literature related to area it is concluded that the proposed centre for child care and preschool is having signalling effect of highly reputed . But in order to run thus centre effectively and in order to achieve the underline objectives of centre the qualified and knowledge workers are required. Table 3 shows some guidelines regarding childcare and pre-schooling in Elgin Pharmaceuticals.

The brand image of the company can be used to attract the required talent in today's competitive market. Great care need to be taken for hiring staff because most of these kind of centres are working under direct control of the government and compliance by labour related laws in every aspect as per the controlling authority is required.

Required talent can be attained using the recruitment methods including, advertisements, employee referrals, open house and employment agencies. Recruitment activities should use the advantage of good reputation and brand image of the company as source of attraction. Selection process needs to be robust where great deal of care is required while making the selection decisions. Quality talent should be hired in biasness free manner for health and safety related concerns not only for children being catered but also for the organization (CIPD, 2010). Relevant and valid methods of selection like, structured interview, and personality test should be used for making the process fair and effective.

Table 2. Internal and External Recruitment and Selection Methods

Internal Recruitment		
1	Promotion from within	Promoting entry level employees to more responsible positions to fill job vacancies
2	Job posting.	Using bulletin boards, company publications, or personal letters to notify posts available.
External Recruitment		
1	Advertising	A way of communicating the employment needs of firm through media such as radio, newspaper, television and the Internet.
2	Employment Agencies	An organization (public/private) that helps firms recruits employees and, aids individuals in their attempt to locate jobs,
4	Special Events	It is an effort on the part of a single employer or group of employers to attract a large number of applicants for interviews.
5	Internships	A special form of recruiting that involves placing a student in a temporary job, with no obligation of permanency on either side.
6	Unsolicited Applicants	Organizations using good reputation may be able to attract good prospective employees without extensive recruitment efforts.
7	Executive Search Firms	Executive search firms are specialized form of private employment agencies that place top level experienced professionals.
8	Professional Associations	Associations in many business professions provide recruitment and placement services for their members.
9	Open Houses	Firms pair potential hires and managers in a warm, causal environment that encourages on-the-spot job offers
10	Virtual Job Fairs	Individuals meet recruiters face-to-face in interviews conducted over special computers.
11	Cyber Recruiting	Organizations can also use web sites and internet sources to recruit people application.

Table 3. Proposed Job Descriptions at childcare and pre-school centre

MANGER	COORDINATOR	GENERAL WORKERS
- Managing the centre - Facilitating the workers to perform assigned tasks - Communicated standard - Appraise performance and give feed back - Report overall performance and problems of centre to management - Protect interest of stakeholders	- Perform coordinating activities - Keeping and maintaining the records of workers - Checking time in and time out of staff - Reporting the observations to manger - Provide the required information to parents and communicate the concerns of parents to manger	- Keeping and maintaining records of children, - Care for children in institutional setting, - Ensure hygiene and health - Follow the instruction to meet emergency requirements - Observing the food, playing and sleeping timings - Encouraging physical activities - Recreational tasks like games, story telling - Help children to learn discipline, controlling behaviors to be good in all aspects. Place or hoist children into baths or pools. - Train children in habits related to health and personal context. - Read to children, and teach them simple painting, drawing, handicrafts, and songs. - Dress children organizing learning and playing materials. - Supervise children's play activities.

RECOMMENDATIONS

On the basis of situation analysis, literature and

discussions made in report following recommendations to enhance the effectiveness of the process of recruitment and selection at child Care and Education Centre of Elgin

Table 4. Action Plan for recruitment and Selection at Elgin Pharmaceutical including both cost and time factors requirements

HRM activity	Time Required (days)	source	purpose	Cost for entire activity
Need Analysis	Already done	Management and existing employees	To know the reason of requirements of staff	No cost (using the own management and employees)
Job Analysis	5	Consults, management and involvement of parents	Purpose of staffing function Job description Job specification Performance standards pay	£2200/-
Recruitment	10	Employee referral. Advertisements, employment agency	Generating the pool of applicants	£ 3000/-
Selection	15	Job related performance and personality tests interviews	Short list the eligible candidates Check the ability through tests and interview process	£4000/-
Notification and placements	20	Formal agreements/ contract signing Handbook to care awareness about policies	Notifying the selected candidates Communicate terms and conditions Communicate pay and location of placement	One time (orientation £500) Salary+ related benefits

Pharmaceutical;

❖ Proper job analysis, job description and job specifications are need to be considered mandatory for the success of the process.

❖ Careful need analysis for the recruitment process based upon soft approach is required to ensure further success of the process.

❖ The childcare and pre school facility should ensure that the procedures and practices being applied in staffing are fair and effective, clearly mention that Elgin Pharmaceutical is equal opportunities employer.

❖ Equal employment opportunity to avoid any sort of discrimination should be practiced

❖ Practices should be in compliance with the legislation

❖ To increase the probability of attraction of Applicants Company's good reputa and brand image should be used effectively.

❖ Referral based employment can provide the people with high credibility

❖ Two people out of 11 hired should be allocated managerial and administrative tasks in the centre out of these one to be entitled as manger of centre.

❖ All methods regarding recruitment and selection should be adopted based upon their validity and relevance to the jobs and they should be reliable as well.

❖ Pre selection measures like checking the background history, reference check physical and mental fitness certifications need to be given high considerations.

❖ To ensure the required number of employees through recruitment and selection at least 2 people in

each category should be kept in reserve list so that if any one declines from the job offer these candidates can be considered.

Table 4 shows proposed action plans for recruitment and selection at Elgin Pharmaceuticals.

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