

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management



Bachelor Thesis

Recruitment and Selection of Employees

Kateřina Karbanov

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BACHELOR THESIS ASSIGNMENT

Kateřina Karbanov

Economics and Management

Thesis title

Recruitment and Selection of Employees

Objectives of thesis

The main goal of this bachelor thesis is to analyze the process of searching for and selecting employees. Subsequently the findings will be used to evaluate the recruitment process in a specific company. Finally, comments will be made on the basis of the research, and suggestions offered as and when appropriate.

Methodology

This thesis consists of two parts – theoretical and practical part. The theoretical part describes the main findings from the literature and explains the notions and methods of recruitment and selection of employees. The practical part is focused on gathering and evaluating information on recruitment, and the creation of a job analysis for a specific position. The data and observations necessary to complete this thesis will be drawn from the personal experience of the author whilst working an internship.

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Human resource management, principles of quality personnel selection, job analysis, process of employee recruitment and selection, methods of evaluating and selecting employees, trends of selecting employees

Recommended information sources

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The Bachelor Thesis Supervisor

Ing. Richard Selby, Ph.D.

Supervising department

Department of Management

Electronic approval: 6. 3. 2018

prof. Ing. Ivana Tichá, Ph.D.

Head of department

Electronic approval: 8. 3. 2018

Ing. Martin Pelikán, Ph.D.

Dean

Prague on 09. 03. 2018

Declaration

I declare that I have worked on my bachelor thesis titled "Recruitment and Selection of Employees" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the bachelor thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on 15th March 2018

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Recruitment and Selection of Employees

Abstract

The main focus of this bachelor thesis is the process of recruitment and selection of employees. Using professiography (job analysis), the thesis provides a comprehensive overview of specific profession – White staffing consultant in selected company.

The first part deals with theoretical approaches, scientific literature and explains the notions and methods of recruitment and selection process. The practical part is focused on creating job analysis. Based on the job analysis, the recruitment and selection process is evaluated, issues and shortcomings are discovered. Afterwards, recommendations towards more effective recruitment and selection process are implemented. Conclusions of this work may also be used for improving employee performance.

All data necessary to complete this thesis was drawn from questionnaires, in-depth interviews and direct observation of the white staffing consultant during working process.

Keywords: Human resource management, recruitment and selection of employees, sources of recruitment, methods of recruitment, methods of selection, job analysis, professiogram

Získávání a výběr zaměstnanců

Abstrakt

Tématem bakalářské práce je proces získávání a výběru zaměstnanců. S pomocí profesiografie (analýzy pracovního místa) poskytuje tato práce komplexní přehled o konkrétní profesi: “White staffing consultant“ ve vybrané společnosti.

První část práce se zabývá teoretickými přístupy, vědeckou literaturou a vysvětluje pojmy a metody procesu získávání a výběru zaměstnanců. Praktická část je zaměřena na tvorbu analýzy pracovního místa. Na základě této analýzy byl vyhodnocen proces náboru a výběru zaměstnanců, přičemž byly nalezeny problémy a nedostatky. Následně byla navržena doporučení pro efektivnější proces náboru a výběru. Závěry této práce mohou sloužit i ke zvýšení výkonu zaměstnanců.

Veškeré údaje potřebné k dokončení této práce byly čerpány z dotazníků, hloubkových rozhovorů a přímého pozorování konzultanta během pracovního procesu.

Klíčová slova: lidské zdroje, nábor a výběr zaměstnanců, lidské zdroje, metody získávání zaměstnanců, metody výběru zaměstnanců, analýza pracovního místa, profesiogram

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1 Introduction

The recruitment and selection process is one of the most important parts of human resource management (HRM). Hiring suitable employees is the key for success of any organization, institution, and business. The process of recruitment and selection of employees is very difficult, expensive and time demanding procedure. On this process often depends the success of projects, the productivity, satisfaction and cooperation of employees. It is also important tool for company development and successful implementation of the company's strategy.

Effective recruitment and selection can result in increased productivity and satisfaction of employees as well as increased revenue and profit growth. However, if the process is not done properly then it may result in reduced productivity, increased long term costs, cause interpersonal conflicts and enormous disruption in the course of the whole company. For this reason, the choice of the employee cannot be taken lightly.

In order to acquire suitable employees, it is crucial to create detailed professionographic study (job analysis) in the beginning of the recruitment process. Using job analysis, we it is possible to identify suitable candidates already during the recruitment part of the process, by screening CVs and cover letters and compare them with the requirements described in job analysis. Subsequently, during interviews with these already pre-selected candidates (especially thanks to targeted questions based on the findings of the job analysis) our knowledge of these candidates will be deepen and it will be possible to properly select the most suitable candidate. The job analysis will enable fast and high-quality recruitment and selection process.

Many companies underestimate the importance of this the recruitment step and create either inadequate job analysis or none at all. Common reason for that is the false understanding of the significance and properties of the analysis. Creation of proper job analysis also may appear to be overly expensive and time consuming. On the contrary, if the company choose employees on the basis of job analysis, the investment will return in a form of qualified, satisfied and productive employees who will remain working long-term in the company and will support the goals and strategy of the company. Moreover, the company will not have spend time, money and energy for recruiting and training new employees so often.

2 Objectives and Methodology

2.1 Objectives

The main objective of this thesis is to create detailed job analysis of particular profession - White Staffing Consultant, which may help to improve employee performance and the efficiency of recruitment and selection process.

In this analysis, there will be found out what does the job contain. Described will be the tasks and responsibilities of the employee, the shift progress and its life cycle, the workload of the profession throughout the year, the distribution of workload and the possibility of its planning, the distribution of daily activities. Lastly, detailed analysis of typical work day will be presented.

Description of the workplace is another objective of the thesis. The characteristics of the workplace and necessary tools and equipment are defined.

After describing the work and workplace itself, it is necessary to state the criteria for employee evaluation, both quantitative and qualitative and describe the criteria of professional growth. Furthermore, the profession and its elements are evaluated - the key skills of the employee necessary to perform the job are listed, the optimal solution method for implementing the key skills is determined, the normal course of activity elements is analyzed and psychological analysis of the atypical course of work and work incidents is created.

This work is also focused on the question whether suitable candidates for the position of white staffing consultant were selected. Therefore, it is crucial to identify the most important requirements, demands, personal traits, attributes and abilities that the consultant should have. These data can be used for more effective recruitment and selection procedure. It is a key to specify the necessary education, work experience, organisational, social, psychological and physical attributes as well as the personal circumstances (e.g. if the position involves travelling or unsocial working hours).

The last two chapters of the practical part are focused on creating a quick overview of the factors motivation and remuneration.

After creating job analysis, the author will evaluate the whole process and identify issues and shortcomings, for which possible solutions will be suggested.

The objective of the theoretical part is to gain thorough knowledge of the chosen topic from various authors. Afterwards, a comprehensive overview of the topic will be

created. The main focus will be on describing the topic of job analysis – its definition, uses, methods and creation (professiogram). In addition, it is necessary to set the job analysis into context. Job analysis is a part of the recruitment and selection process. Recruitment and selection process is one of the main areas of human resource management. Therefore it is important to specify these topics as well. From human resource management there will be described its definition, purpose and areas. Afterwards, the area of recruitment and selection will be specified - the process, sources of recruitment and methods of both recruitment and selection of employees.

2.2 Methodology

This thesis consists of two parts - theoretical and practical part. The theoretical part describes the main findings from the literature and explains the notions and methods of recruitment and selection of employees.

The practical part is focused on creation of job analysis for a specific position – White Staffing Consultant. The job analysis will be elaborated in accordance with the scientific literature, more precisely by combination of methods described in the theoretical part.

All data necessary to complete this thesis will be drawn from questionnaire, in-depth interviews and direct observation of the consultant. First, an interview will be held with the White Staffing Consultant and then with his supervisor, followed by direct observation of the consultant at work.

The data obtained from all methods will serve as a source of information for recruiting and selecting new employee for this position.

3 Literature Review

3.1 Human Resource Management

Human Resources Management (formerly Personnel Management) focuses on processes that are related to managing people in organizations. It is the strategic management of the most important thing the organization has, the people working inside the company. It is precisely these people who, through their hard work, diligence and tasks, contribute to the achieving organizational goals. (Armstrong, 2010)

3.1.1 Definition of HRM

Basic ideas, practices and principles of Human Resource Management have been circulating around the world for hundreds of years (e.g. managing people for construction work). However the allocation of HRM as a separate discipline occurred quite recently, in the early 1980's.

There are various views on the definition of HRM since each scholar understands the meaning, purpose and focus of the HRM differently.

Armstrong (2010) defines Human Resource Management as: *“a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives.”*

According to D. DeCenzo, et al. (2012) : *“HRM is concerned with the people dimension in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization, is essential to achieve organizational objectives.”*

3.1.2 Purpose of HRM

Personnel work, or work with human resources, serves as the source of information necessary for effective participation of managers in the process of planning the company's recruitment needs. Personnel work also consists of methodological guidance of employees - directing, controlling, and advising. (Koubek, 2011)

The primary purpose of human resource management is being able to achieve company's objectives through its people. One of the main objectives is organizational effectiveness. With a correct use of HRM practices, through policies in areas such as knowledge management or talent management, the organizational effectiveness can be increased. (Armstrong, 2010).

The aim of human resource management matches the aim of the organization in general. The direct purpose of HRM is to provide the enterprise with necessary personnel, creation of the dependable and effectively working collective capable of achieving the planned objectives. (DeCenzo, et al., 2012)

3.1.3 HR Areas

Human resource management consists of various specialized areas. These areas are connected to different tasks and activities. Koubek (2011) defines ten essential areas of human resources:

1. **Job analysis** - determining the particular job duties and recruitments, describing the job position and the conditions under which the work is performed.
2. **HR planning** - identifying current and future human resources needs.
3. **Recruitment and selection of employees** - preparing and posting information about job vacancies, preparing forms and documents, collecting materials about candidates, etc.
4. **Human resource development** - helping employees to develop their personal and organizational skills, knowledge, and abilities in order to the improve job performance.
5. **Performance management** - monitoring, reviewing employee's work objectives and overall contribution to the organization.

6. **Reward management** - formulating and implementing strategies and policies that reward people fairly, equitably and consistently in accordance with their value to the organization.
8. **Health, safety and welfare management** – is concerning especially about the working environment, safety, working hours, social services such as food, sanitary and hygienic conditions of work, etc.)
9. **Employee relations** - managing relationships between management and employees concerning workplace decisions, problem resolutions, conflicts, etc.
10. **Personnel information system** - processing and analyzing data about workers, their working hours, performance and wages.

3.2 Recruitment and selection

Recruitment is the process of identifying and attracting potential employees. Selection consists of the processes involved in choosing the most suitable candidate from a pool of applicants to fill the vacant position.¹

The aim of the recruitment and selection process is to obtain the required number and quality of employees at minimum cost. Therefore, organisations try to attract only candidates that would be most beneficial, help reach company's goals and increase its competitiveness and prosperity. (Armstrong, 2010; Koubek, 2011)

3.2.1 Recruitment and Selection Process

The process of recruiting and selecting employees is a two-sided issue. On the one hand, there is an organization aiming to fill the job with the most suitable candidate. On the other, a potential job seeker who is trying to find the best job offer from a large number of offers on the labour market. (Koubek, 2011)

Armstrong (2010) defines three stages of recruitment and selection process:

- 1) **Definition of requirements** – creating job descriptions and specifications, determining job requirements and conditions

¹ Business case studies (2016). *Recruitment and selection* [Online]. Retrieved from: <http://businesscasestudies.co.uk/business-theory/people/recruitment-and-selection.html>

- 2) **Attracting candidates** - examining and evaluating different sources of candidates (both outside and inside the firm), advertising using personnel agencies or consultants
- 3) **Selecting candidates** - screening applications; interviewing, testing and evaluating candidates; assessment centres; job offering; reference checking and preparing employment contracts

Experts in the University of California recruitment and selection process differently. They identify nine basic steps of this process.

- Step 1: Identify Vacancy and Evaluate Need
- Step 2: Develop Position Description
- Step 3: Develop Recruitment Plan
- Step 4: Select Search Committee
- Step 5: Post Position and Implement Recruitment Plan
- Step 6: Review Applicants and Develop Short List
- Step 7: Conduct Interviews
- Step 8: Select Hire
- Step 9: Finalize Recruitment²

Job analysis, which is concerned with the definition of requirements, will be described separately and in more detail in the chapter 3.5. “Job Analysis”. The next few chapters are concerning with attracting (recruiting) and selecting candidates.

3.3 Recruitment

Recruitment is one of the most important personnel activities. Recruitment is a process based on detailed knowledge of individual jobs positions, anticipation of vacant positions, employment termination and creation of new job positions. There is a close relationship between job analysis, personnel planning, recruitment and selection. This

² University of California, Riverside (2015). *Recruitment & Selection Hiring Process* [Online]. Retrieved from: <https://hr.ucr.edu/recruitment/guidelines/process.html>

activity determines how many employees the company will have. The aim of recruitment is to ensure that the vacant position in the company attracts a large number of suitable candidates in a time and at reasonable cost. (Sakslová et al., 2006; Koubek, 2011).

3.3.1 Process of recruitment

Koubek (2011) presents the following steps in the recruitment process:

- 1) Identification of the need to recruit employees
- 2) Specification and description of the occupied post
- 3) Consideration of alternatives
- 4) Selection of description and specification of the job on which the recruitment and the selection of staff will be based
- 5) Identification of potential sources of candidates
- 6) Selection of employee recruitment methods
- 7) Selection of the necessary documents and information required from the candidates
- 8) Forming a job offer
- 9) Publication of this offer
- 10) Collecting information and documents that are needed from the applicant
- 11) Pre-selecting candidates
- 12) Creating a list of candidates who will be invited to the interview

3.3.2 Sources of recruitment

Human resource planning is influenced by the labour market. For acquiring new employees it is possible to use either external or internal sources.

- External sources mean searching for candidates outside of the company. It is based on the local, regional, national and international labour market which includes currently unemployed people or employees from other organizations who are interested in changing jobs. In order to acquire an employees, it can be used a wide range of recruitment methods based on job vacancy information, collaboration with the state employment office or other institutions providing employment services.
- Internal sources uses sources within company such as employees dismissed as a result of technical development, changes in production structure, organizational changes, or employees who would like to be promoted or change the workplace for

other reasons. Recruiters usually try to fill vacancies from internal sources before resorting to external sources. (Synek et al., 2006)

3.3.3 Methods of recruitment

The organization may choose from various methods of recruiting. The effectiveness of their application depends on: the requirements of the job we plan to fulfil; the volume of funds we can invest in and the urgency of the solution; whether the firm decides to recruit workers from internal or external sources; how fast it is necessary to cover the vacancy; the situation on the labour market, especially on the local labour market etc. (Sakslová, 2006)

Recruitment methods are, for example, cooperation with authorities, cooperation with schools and educational institutions, notice board of the corporation, recommendation, self-registration, job fairs, employment agency, and temporary assignment of employees. (Sakslová et al., 2006)

Armstrong (2010) recognizes four main methods of recruiting: advertisement, e-recruitment, outsourcing recruitment, educational and training facilities.

3.4 Selection

When selecting employees, we use procedures based primarily on thorough knowledge of the organization. The basis of such a knowledge is profesigraphy (job analysis). The in-depth understanding requirements, specifications and conditions of the job that should be performed by the prospective employee, is supposed to provide a prediction whether and to what extent a particular job seeker is suitable for the job (Kolman, 2010).

3.4.1 Selection process

It is a process of implementing the goals of personnel policy and strategy. Previously identified need for workforce and its structure is the starting point for deciding what method to use. Selection of the right worker for a given job position depends on sufficient information about the occupied job. Job analysis provides this complete and detailed information. The firm only has an interest in candidates with certain attributes that correspond with the job requirements of the company so they need to effectively eliminate all unsuitable candidates as soon as possible. (M. Synek et al., 2006)

According to DeCenzo, et al. (2012), selection process has four steps: assessment of documents; testing (psychological, behavioural and professional knowledge tests); interviewing; and assessment of referrals from previous jobs.

3.4.2 Methods of selection

The purpose of selection of employees is to identify which job seeker, collected during the recruitment process, is most likely to best suit the requirements of the vacancy; contribute to the creation of healthy interpersonal relationships within the working group (team) and within the whole organization; contribute to the creation of desirable organizational culture; and, last but not least, is flexible enough to adapt to the unexpected changes in the workplace, workgroup in the organization. That is why choosing the correct selection method is so important. (Koubek, 2011)

According to Armstrong (2010), the main selection methods are the interview, assessment centres and tests. Another method but rarely used, only by a few firms in Europe, esp. in the UK, is graphology.

Kolman (2010) claims that methods of employee selection and assessment can be divided into seven main groups. These are interviews, psychological tests, referrals and referral letters, biographical data, practical exams, graphological analysis, and the Assessment Centre.

3.5 Job Analysis

Job analysis is the process of collecting, analyzing and organizing information about the content of work. This information is used to create job descriptions and all necessary documentation for allocating, recruiting and selecting employees. It can be also used for job evaluation and performance management. (Armstrong, 2010)

Job analysis (professiography) provides a thorough knowledge of requirements and duties of the work that the future employee will perform. This knowledge allows determination whether and to what extent a particular candidate is suitable for the job. (Kolman, 2010)

The aim of job analysis is to properly use the skills of its staff in accordance with their goals. The basic prerequisite is a detailed knowledge of the individual job functions in organization and the correct allocation of all competences that are necessary for its

performing. It is a method of modelling, auditing, controlling and analyzing the particular job position in the context of its organizational integration, tasks, communication structure and relations, professional competences and responsibilities. (Vronský, 2012)

Job analysis provides management with professional information about the workplace. It is a method that uses knowledge from sociology, psychology, physiology, pedagogy and economics. Thanks to its complexity, this method also provides information about behaviour of the people at work. Psychological knowledge allows us to analyze the performance of an individual from the point of view of the job function. Sociological attributes reflect the ability to co-operate, as well as showing their working and personal attitudes. (Vronský, 2012)

It is important to mention that a well-conducted job analyze is an essential tool for human resource management due to the fact that it contains important information that can be used to select individual procedures not only for recruitment but also for other HR areas. It can be used, for example, for staff assessment, determination of training needs and methods or career development.³

3.5.1 Definition of job analysis

It is impossible to strictly state only one definition of job analysis. Various authors use different term, to determine the same issue. Widely used terms are: ‘Job Analysis’, ‘Job Description’, ‘Work Analysis’ ‘Work Description’, ‘Work Profiling’, ‘Professiographic study’ or ‘Professiography’. The definition and understanding of the issue also significantly differ among authors. Here are listed three definitions used most frequently:

- “A job analysis is a systematic process for collecting and analysing information about jobs. It provides information about such things as the work environment, the work performed, work relationships, and basic training requirements. It can be conducted in a variety of ways and generally results in a validated list of tasks and responsibilities for the position.” (Hartley, 1999)

³ Failte Ireland (2013) *Recruitment and selection* [Online]. Retrieved from: http://www.failteireland.ie/FailteIreland/media/WebsiteStructure/Documents/2_Develop_Your_Business/1_StartGrow_Your_Business/Recruitment-and-Selection.pdf

- *“The purpose of a job analysis is to provide an in-depth understanding of the competences required for success in order to select appropriate candidates.”* (Prien, 2009)
- *“It (job analysis) can be defined as a method traditionally dealing with the analysis of particular professions, positions and functions, which means as a method of obtaining systematic findings including a complex of findings from the areas of psychology, sociology, pedagogy, physiology and economics.”* (Vronský, 2012)

In spite of their differences in approach, all of the above-mentioned definitions have main idea in common. Therefore, all above mentioned thoughts and definitions combined, job analysis can be defined as a process of collecting and analysing data about particular profession, including its content and activities involved and the demands that the candidates are required to fulfil with an aim to provide comprehensive information which is then used for various HR purposes.

3.5.2 Uses of job analysis

The results of a job analysis have multilateral use for organizational management. Based on a proper professional analysis, effective methods for recruitment and selection can be chosen. Often used is a description of vacant position and employee specification which brings the advantage of knowing from the beginning what kind of person the company is looking for. It facilitates the overall recruitment and selection procedure. This method is also used for staff assessment and overall career development. (Kolman, 2010)

According to Vronsky (2012), managers use findings from professional surveys most often in the following areas:

- **management of employees** – directing subordinates: assigning task, performance control, coordination of activities of workers and work groups
- **motivation, evaluation and remuneration** - long-term motivation to uphold the quality of work, rules determination, motivation incentives
- **education** - monitoring developments in the field, requirements for professional competence, professional development
- **recruitment and selection** – preparation of the recruitment procedure

Job analysis is an essential tool for recruitment and selection of employees. It identifies the skills and knowledge required to perform the work as well as the attributes, which can be used for assessing ‘a cultural fit’ within the organisation. Job analysis also helps with determining the key selection criteria and creating description of the position. ⁴

3.5.3 Methods of job analysis

In order to achieve the goal of job analysis, providing comprehensive information, the researcher needs to collect primary data. These data are subsequently validated and translated into an output of the analysis. Furnham (2005) defines nine techniques of collecting information and data:

- **Questionnaire** - a written and structured method with the possibility of asking both open-ended and closed questions
- **Checklist** - a special form of questionnaire that contains merely questions about the possibility containing various tasks
- **Individual interview** - person-to-person communication, individually presented questions, either face-to-face, by phone call
- **Group interview** – interviewing several people simultaneously
- **Diaries (log records)** - detailed notes about performing job-related activities
- **Technical conference** - a meeting of experts (usually supervisors)
- **Critical incidents** - situations, which may determine the quality of work and consequently the success or failure of the worker
- **Observation** - the researcher observes employee’s job performance during his work and asks question directly at the spot
- **Work participation** - the researcher himself is performing the job

These methods differ in type and structure of information provided as well as in time and financial demands. The cheapest and fastest methods are questionnaires and checklists. However, these techniques are used only for quantitative data, for qualitative data are very

⁴ Department of Planning and Community Development (2009) *Best practice recruitment and selection- a tool kit for the community sector* [Online]. Retrieved from: <https://www.scribd.com/document/246420846/Best-practice-recruitment-and-selection-a-tool-kit-for-the-community-sector-1-July-2013-doc>

not suitable. They also can be imprecise. On the contrary, the method of diary keeping is very precise and quite simple for the researcher to execute. For research subjects, however, it is highly time demanding. The observation and work participation techniques offer the most precise information about the job and duties of the worker but they are also the most expensive once. Therefore the selection of method in the particular research depends on the aim of the whole research, sample size and the available resources.

When the data are collected, it is necessary to validate them. The validation process aims to avoid the possible errors. In order to avoid them, it is advisable to combine as many sources and techniques as possible and to crosscheck the results. Finally, after the data collection and validation, an analysis should be performed and conclusions should be derived. (Furnham, 2005)

Vronsky (2012) divides the methods of job analysis as follows:

- **Loose job description** – only tentative, collected information from the long-term performers of the job
- **Loose job description from the viewpoint of the related or collaborative work functions** – similar method o the previous one but viewed from the outside perspective
- **Image of the workday** - systematic monitoring of all activities performed by the employee at work
- **Critical Event Analysis** – an interview with workers who work on the position for a long time and therefore know it well about critical events and their causality
- **Questionnaire method** - a written, structured form of finding details about the performance of a job function
- **Interview** – important for verification of results from all previously applied methods; it allows the search, explanation and understanding of any controversial data and leads to final conclusions

Kolman (2010) offers four types of methods used for professionographic study.

- 1) **Written materials.** Many organizations use basic job descriptions that could provide important information for the job analysis. However, it is important to check by your observation or other methods to see if they truly match the reality.

- 2) **Testimony of the worker.** The worker is asked to record his or her activities of one day or even a week. This procedure, since it is done regularly and routinely, does not depend on the worker's memory and there is low risk that some activities will be omitted. This way, it is possible to obtain important information about what the job contains and how it is performed. Nevertheless, this method is for the worker a strenuous activity and takes a lot of time.
- 3) **Assessment of work based on the testimony of colleagues.** This method is based on the worker's testimony and is supplemented with the testimony of its collaborators (esp. the superiors).
- 4) **Direct observation.** This method helps gaining the most detailed view of the profession. Unfortunately the observed workers usually do not behave naturally during the observation. Therefore, it is necessary to combine several methods. It can help achieving more complete, reliable and effective results.

3.5.4 Professiogram

Professiogram is a professional description and analysis of the profession and from that derived description of the demands of the profession on the body, the psyche and the personality of the person.⁵

Based on the information mentioned above, it is clear that the method of job analysis is a rather varied set of thought and approaches. That is why its main output, a professiogram, also lacks a single comprehensive definition.

Vronský (2012) identifies three basic objectives of the professiogram:

- 1) To give detailed information about the profession
- 2) To obtain helpful knowledge for advisory work
- 3) To acquire input materials for future interventions within the particular profession

⁵ Kohoutek, R. (2009). *Profesiogramy* [Online]. Retrieved from <http://rudolfkohoutek.blog.cz/0901/profesiogramy-vyber-a-rozmistovani-pracovniku>

Armstrong (2010) states that job analysis should provide following information:

- **Overall purpose** - reason why the job exists and what is expected from the worker
- **Content** - the nature of the work
- **Responsibility** - the results or outcomes for which the job holder is responsible and the level of responsibility that job holder must apply in regard to the job performance
- **Performance criteria** - criteria, parameters or indicators that allow evaluating the extent to which the work is well-performed
- **Organizational factors** - the relationships among the holder of the job and his colleagues - subordination, superiority, etc.
- **Motivation factors** - the specific characteristics of work at the workplace that are likely to motivate and demotivate the job holder
- **Environmental factors** - the nature of the workplace, working conditions, health and safety aspects

The following activities must be carried out before carrying out a job analysis:

- Define the correct job title
- Identify the job position in context of the organizational structure
- Describe the nature of the work
- Describe responsibilities and work competencies
- Describe the performance requirements
- Describe the communication flows between the position in question and the closest co-operating positions
- Describe the performance evaluation system
- Assess the remuneration of the worker
- Set criteria for professional growth
- Describe the work environment and equipment of the workplace
- Describe the personality requirements of a worker (Vronský, 2012)

If the job analysis is performed properly, we can accurately determine detail overview of the position.

4 Practical Part

In the previous part the author looked into the detailed theoretical knowledge of recruitment and selection of employees, which is an important aspect for all companies and organizations.

In the practical part, we will apply the knowledge from the theoretical part and create a job analysis of the white staffing consultant position. This study will show us what are the necessary requirements and responsibilities of the job, how the candidates should be selected, what types of candidates are the most suitable once and can reveal difficulties and problems that may occur during the work pursuance.

The empirical survey was conducted on the example of a particular position – White Staffing Consultant in a company who did not wish to be named in writing. For purposes of this thesis will the company be called "Labour Company".

4.1 Characteristics of selected company

4.1.1 Basic characteristics

Labour Company is a global leader in the HR services industry. Their primary focus is on helping people find the right job and providing their clients with the highest quality employees. In addition to traditional co-operation in the field of agency employment (Staffing), recruitment and selection of workers for permanent positions (Permanent recruitment), search for middle and senior management positions (Professionals) and targeted headhunting (Search & Selection), they provide a wide range of other services, for example direct representation at the client's headquarters (In-house services), and temporary or specialized HR services (HR services).

Labour Company has representation in almost 40 countries, with more than 30,000 employees in over 4,500 branches. Throughout the world, Labour Company employs almost 600,000 agency employees daily.

4.1.2 Organizational Structure

The biggest branch in the Czech Republic is located in Prague, where the author was conducting the research. At present, this location employs about 140 workers.

The company is managed by the General Manager, whose direct subordinates are Director of White Staffing, Director of Permanent placement, Director of Blue Staffing and Director of Back Office. These directors are responsible for their section in the whole Czech Republic. Each location has a branch (location) manager of all four sections.

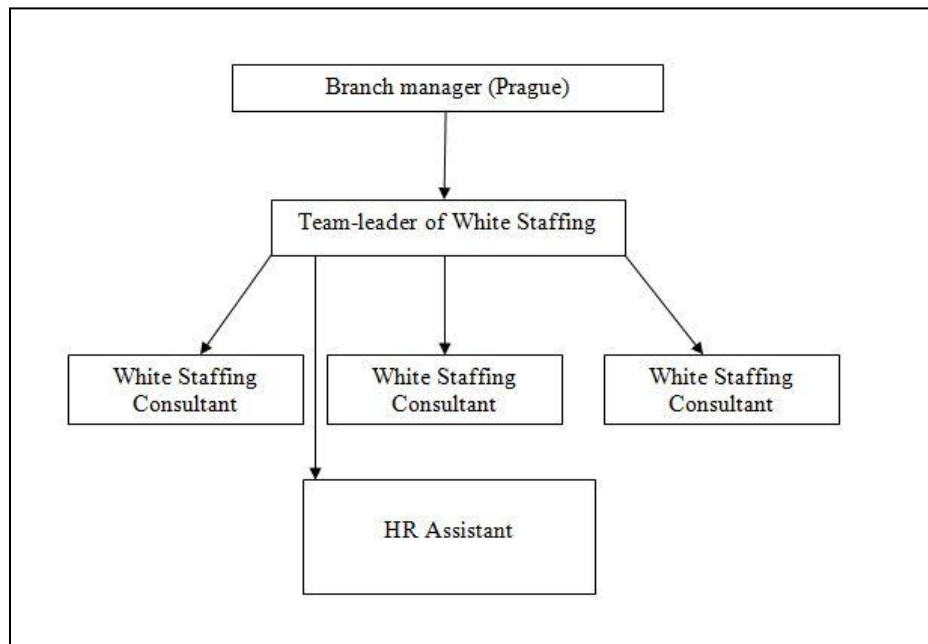
Section of back office takes care about the agenda of the company and its employees. There are HR, Payroll, Financial, Marketing and IT departments.

Section of Permanent Placement is divided into several divisions, for example Division of Logistics, IT Division, Engineering Division, Life Sciences Division, Financial Division, Sales Division, etc. Employees in each of these divisions are focused on recruitment process only in their concrete fields. Each division consists of three consultants and each of the consultants has a researcher, who helps him with the administrative part of the job. It is very often in the Permanent Placement department to use headhunting practices.

Section of the Blue Staff peruses the recruitment services of workers performing typically manual labour, such as painter, lumberjack, fire-fighter, police officer or taxi driver.

Section of the White Staff is concerned with the HR services for workers usually perform job duties in an office setting. The position of the white staffing consultant for whom the job analysis was developed, belongs to the white staffing section, so we will be primary concentrated on this section. The White staffing department starts with Director of White Staffing, who shields the in the whole Czech Republic. The director's subordinates are branch managers. In every city, there is a different branch manager, who is responsible for the whole department of White Staffing on the concrete location, in our case Prague. This manager's subordinates are team-leaders. Team-leaders, as the name indicates, take care about the agenda of his team. Each team has three consultants and one HR assistant.

Figure no. 1: Organizational structure of the selected company, White Staffing section, Prague



Source: Based on data from in-depth interview (see Appendix 2)

4.2 Characteristics of the profession

4.2.1 Basic characteristics

White staffing Consultant is responsible for the entire recruiting cycle. They are responsible for communicating with clients, creating job descriptions, attracting candidates for the vacancies and matching them with client's companies either to temporary or permanent positions. Then there can arise two situations. Either the client choose to employ the chosen candidate himself, prepare all the contracts and handles the employee's agenda throughout his full employment on his own and pay the salary directly to the client. Or the client ask us to take care the whole employee's agenda, that means, the employee is actually ours, we do all the administration, attendance sheets, payroll, etc. In this case the client pays us and we than pay the employee.

Afterwards consultants need to create contracts with the new employees and take care of their agenda throughout their employment. They also help individuals find and gain appropriate employment.

White staffing Consultant is required be minimum a high school, preferably bachelor or master degree graduate, majoring in HR, business, finance or administration. However candidate can compensate his lack of education with work experience in similar fields. In order to obtain this position, it is necessary to undergo a selection procedure in which the required education, work experience, motivation, communication and language skills are verified.

4.2.2 Structure of the profession

Each member of the HR department has a different role and tasks are assigned. White staffing Consultant work can be divided into five main parts, from which the defined tasks and activities are developed.

1. Communication with clients

In the beginning of the process, consultant needs to become familiar with the client's company, goals and culture. Than he can visit the client, talk about the job vacancy until both sides perfectly understand the specifications, requirements and rewards for the job.

2. Recruitment

Drafting an advertisement about the job vacancy and then attracting candidates by posting the advert using a wide range of social media, company databases, networking, headhunting, and referrals.

3. Candidate selection

Selection process includes pre-screening, interviewing and evaluating candidates for a specific job, run background checks and selecting an individual for employment based on criteria stated by client.

4. Employee agenda and document processing

After the most suitable candidate was chosen, it is necessary to prepare employment contracts and then manage agenda of the employee throughout his whole employment (attendance sheets, medical examinations, training, etc.). It is also necessary to prepare documentation for wages, reports and billing documents.

5. Education and personal development

Important part of the job is to be up to date with the labour market, law and taxes as well as the HR and company policies and trends to maximize company profit and minimize risks. He also needs to continuously study languages (min. English). Many educational and training courses are provided by the company.

4.2.3 Professional tasks and activities

The professional activities of the White staffing Consultant correspond to his classification in the company's hierarchy. Apart from the tasks and activities listed below, an important part of the white staffing consultant's work is related to day-to-day communication with co-workers, division of tasks, delegation of work, management of subordinate workers and communication with the middle and senior management of the company.

1. Tasks and activities connected with communication with clients

- Attracting business from client companies using techniques of sales, marketing and networking.
- Gaining knowledge of client companies, their industry and focus, work culture and environment.
- Building positive relationships with clients and their companies.
- Visiting clients to precisely determine staffing needs and requirements.
- Maintaining relationships with clients to ensure staffing goals are achieved.
- Serving as a liaison with the specific branch area clients, candidates, employees, colleges and industry associations.

2. Tasks and activities connected with recruitment

- Drafting a advert for the vacant position in accordance with the client's specifications and requirements
- Choosing the best way of attracting suitable candidates (social media, employee databases and job portals, referrals...)
- Using chosen media, advertising open positions, attracting candidates and building relationships with them

- Headhunting and approaching suitable candidates who are currently employed elsewhere and convincing them to participate in the recruitment process (usually used for senior managerial and director positions)

3. Tasks and activities connected with candidate selection

- Receiving, reviewing applications and screening resumes.
- Creating shortlist of candidates and scheduling an interview with them.
- Managing interviews process, performing in-person or phone interviews with candidates, testing their knowledge set and briefing them about the tasks, responsibilities and benefits of the job.
- Performing reference and back ground checks.
- Informing candidates about the result of recruitment process
- Creating a shortlist of candidates for the client.
- Preparing CVs, Cover letters and correspondence to forward to the client
- Offering expert advice to both clients and candidates

4. Tasks and activities connected with employee agenda and document processing

- Negotiating between the client and candidate salary rates, benefits and other aspects the employment contract
- Preparing employment contracts and scheduling a final meeting between candidate and the client to sign the agreements
- Managing employee's agenda and completing timely reports on employment activity (attendance sheets, medical examinations, training, etc.)
- Providing employees expert guidance and consultation.
- Performing regular evaluation of the employees (monthly, quarterly, annually)
- Conducting exit interviews on terminating employees
- Assisting the payroll department by providing relevant employee information (e.g. work schedules, leaves of absence, sick days)
- Administering appropriate company tasks, assessments and documentation

5. Tasks and activities connected with education and personal development

- Staying current on the company's organizational structure, personnel policy, and staffing needs

- Continuously educating oneself on labour laws, taxes and wages.
- Permanently improving the language, organizational and communication skills the consultant possess
- Reviewing recruitment policies and refine them if necessary

4.2.4 Relationship and interaction of professional activities

All activities performed by the white staffing consultant serve to finding the most suitable candidates for vacant positions with respect to the client's requirements and taking care of both client's and employee's agenda.

The consultant is responsible for designing and implementing the overall recruiting strategy, properly realizing the whole recruitment and selection process from sourcing and attracting candidates to choosing the best few candidates for the job (usually 3 - 5) and recommending them to the client.

They are also responsible for the client and employee satisfaction, and for keeping good relationships with them. The client must be happy with the recommended candidate, his work and reliability. The chosen candidate, now new employee, needs to be contented with his new job, salary, benefits, working hours and the work collective. If these conditions are not met, the client could choose a different white staffing consultant and the employee could quit the job as soon as possible.

The consultants are also accountable for the correct management of the employee agenda, the wage, billing and other documentation.

4.3 Description of the shift progress and its life cycle

The working day is a standard morning shift of eight hours. It usually covers the core hours of 8am to 4pm around the whole of the year round. However working longer hours is a common phenomenon and may include early starts or late evenings.

Over the course of working hours, we will observe two work activities. The first group consists of activities that are repeated every working day. The second group are the activities that deal with the acute situations in the human resource department, unexpected or unplanned actions.

The first group of repeating activities includes: drafting adverts for vacant positions, placing adverts on various media; managing candidate and employee databases; receiving applications and screening resumes; creating shortlist of candidates suitable for interview; managing interviews process; performing reference and background checks; creating a shortlist of candidates for the client; preparing employment contracts; managing employee's agenda; administering company documentation; handling emails and phone calls; regular meetings with manager; time management activities.

The second group of activities addressing the acute situation in the HR department consists of: solving acute problems with handling recruitment process or employee's agenda; solving non-standard situations related to client's labour demands; unannounced employees visits. We can add here also the preparation of the documentation for the annual accounting the payroll and financial department, which is necessary to make only once a year, in January, before the deadline in February the 8th.

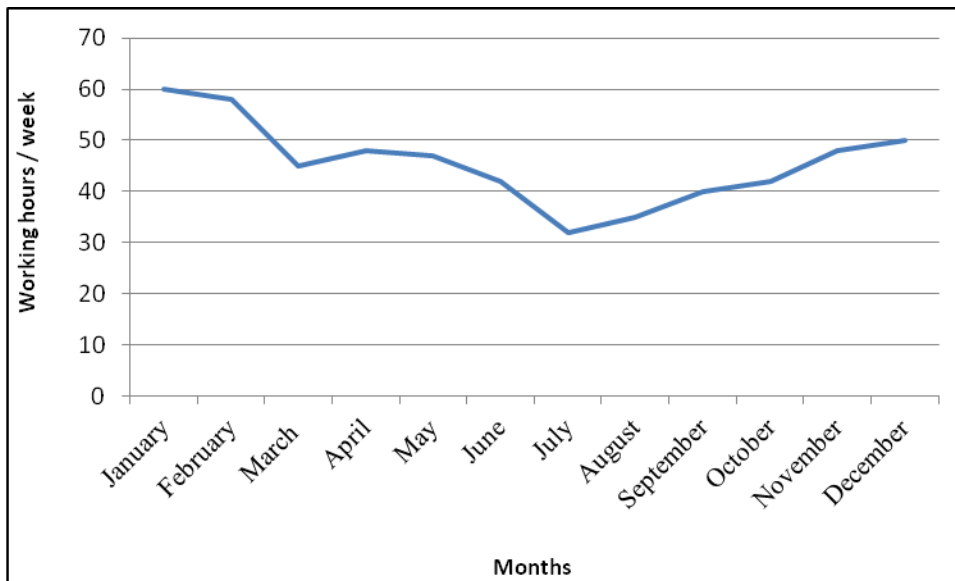
4.3.1 The workload of the profession throughout the year

Firstly, we focus on the amount of the workload and how it influences the working hours throughout the year. As previously stated the consultants supposed to work 40 hours a week. Unfortunately, in this profession it is very often to work overtime, at the weekends or on holiday. How often and when is displayed in the chart no. 1. In this chart we can see that the white staffing consultant work most of the year overtime hours, with the exception the summer time period. During this period people like to go on holiday so there is a great deal less recruiting responsibilities so the recruiters can take some time off too. The most workload occurs in the beginning of the year, when the consultants may have to work even 60 hours a week. In months of January and February it is impossible for the consultant to use any vacation

days. The reason for this overwork situation is the necessity to prepare all the documents for the annual accounting of the employees and submit them to the state financial department. Apart from these two deviations, is the rest of the year quite evenly layed out.

When looking at the graph it is important to remember that the worker also has four weeks of paid vacation, so even though in the summer months the working hours may drop under 40 hours a week, the worker still works overtime.

Chart no. 1: The workload of the profession throughout the year (2017)

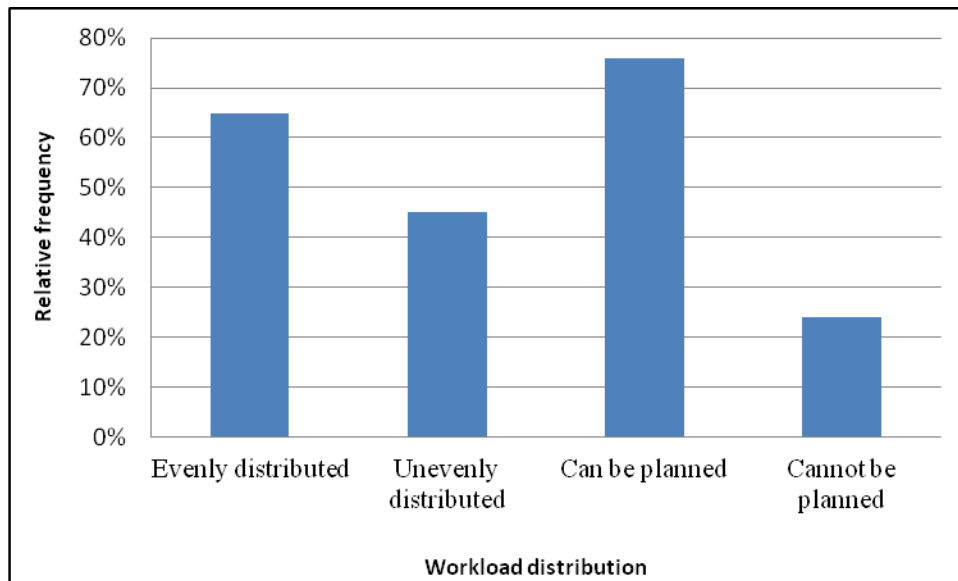


Source: Based on date from questionnaire (see Appendix 1)

4.3.2 Distribution of workload and possibility of planning

The second examined in this part was the distribution of the workload and the possibility of its planning. The result is shown in the chart no. 2. According our white staffing specialist the workload is, except for the payroll period in the beginning of the year, quite evenly distributed and most of the work can be planned. The distribution and planning possibility of workload is also consistent with the process of allocation of new candidates for clients as described in the previous chapters and with relatively short procedural time limits. The consultants have most of work at the beginning of each recruitment case and as the inflow of new cases is not distributed evenly, the workload is neither. On the other hand, the consultant usually has 10 to 20 days to perform most of the recruitment and selection activities before submitting the best candidates to the client, so the consultant must be able to plan his time accordingly.

Chart no. 2: Distribution of workload and possibility of planning



Source: Based on data from questionnaire (see Appendix 1)

4.3.3 Distribution of daily activities

The next logical step is to look at what is the content of the workload of the white staffing consultant. The consultants were asked to indicate, how many percent of their working time they allocate to following activities:

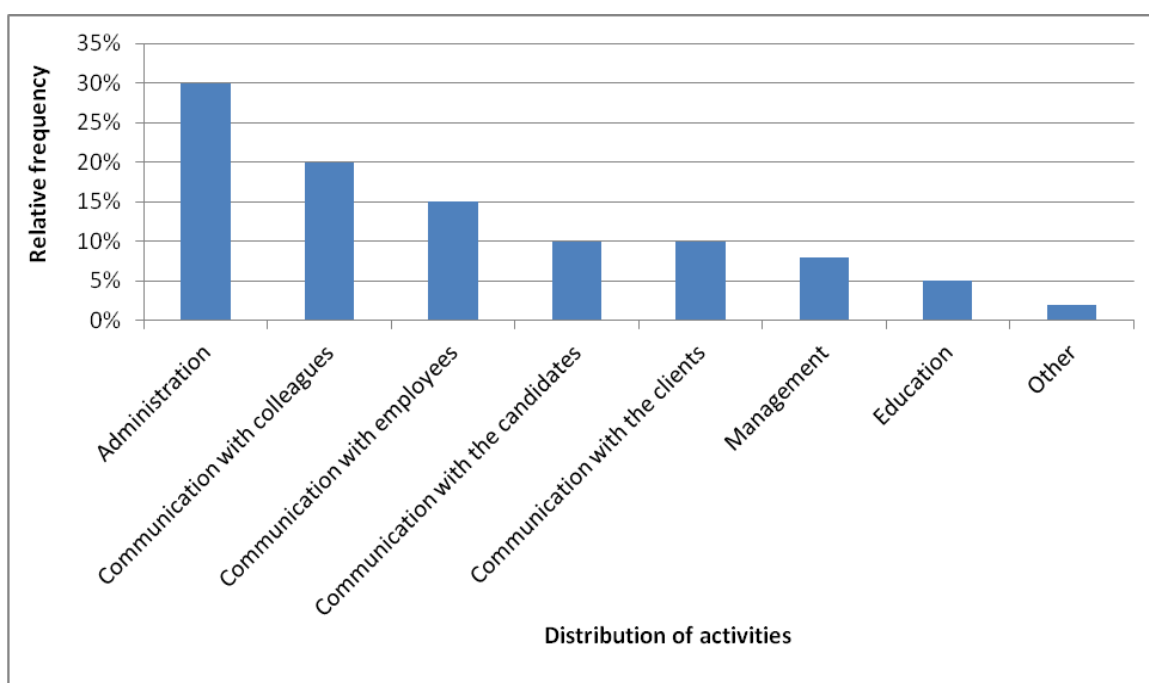
- Administration
- Communication with colleagues
- Communication with employees
- Communication with the candidates
- Communication with the clients
- Management
- Education
- Other

In Chart no. 3 we can see the average distribution of daily activities of the white staffing consultant. We can see that he spends more than half of his time communication, with colleagues, employees, candidate and clients, both on the phone and at the in-person meetings.

On the second place is administrative work, mostly connected to recruitment and selection process and handling employees agenda. This distribution is in line with findings from the chapter about responsibilities and key skills necessary for this type of work.

As we can see in the graph, even though the human resource industry is a very dynamic discipline, the consultants are forced to allocate part of their time to continuous studying and skills improvement, it is not a very significant proportion. Nevertheless, it is necessary to mention that in the begging of the job, huge part of the activities include various training and educational activities.

Chart no. 3: Average distribution of daily activities of white staffing consultant



Source: Based on data from questionnaire (see Appendix 1)

4.3.4 Detailed analysis of typical work day (Method of direct observation)

In order to determine the daily schedule was used primary the method of direct observation. The presence of a foreign observer at the workplace may affect the behaviour of the observed worker. Nevertheless, presence on the spot brought detailed knowledge of the various work processes throughout the day and allowed a different view of the situation at the workplace.

In the table below is shown an example of one working day. Every day looks a little different but the main part remains the same.

Table 1: Typical work day

Typical work day of White Staffing Consultant	
Time:	Tasks:
8:00	Checking emails, job portals and social media for updates from previous day, sorting out according to its importance and urgency, creating to do list and scheduling meetings
8:30	Preparing for meeting with new client, learn about clients company, industry, specialization, work culture and environment
9:00	Meeting with new client, defining the job properties and determining the ideal candidate
9:30	
10:00	Drafting the vacancy advertisement
10:30	Job vacancy advertising using candidate databases
11:00	Pre-screening, by reviewing resumes choosing the most suitable candidates for interviews (max. 10- 20 people)
11:30	Interviewing selected candidates and checking their suitability for the client's vacancy
12:00	
12:30	Lunch break
13:00	Meeting with client, introducing suitable candidates

13:30	
14:00	Briefing selected candidate about his/hers responsibilities, salary and benefits
14:30	Preparing employment contracts and managing agenda of the employees (e.g. attendance sheets, medical examinations)
15:00	Preparing documents to assist the payroll department by providing relevant employee information
15:30	Meeting with supervisor, updating him on the progress of the day
16:00	Finishing work and cleaning the workspace

Source: Based on direct observation of 8 hour shift

During observation of the work schedule, it was ascertained that the white staffing consultant was fully occupied during the entire working shift. Apart from the aforementioned activities, it is essential for the consultant to constantly be reachable on the phone or e-mail. Every day he must solve various urgent issues. The most difficult issue turned out to be to recruiting temporary replacement for employees who fall in sick. The lack of prior notice and the need to be replaced immediately proven to be a substantial obstacle in the search for a qualified candidate. White staffing consultant also needs to be a perfect organiser and a time management expert. Many clients and candidates call him to reschedule. All these frequent changes challenged the consultant's psychological resilience, the ability to communicate with people in tense situations, and the art of deciding quickly and correctly.

Majority of the day was spent in the consultant's office. Twice he visited the client for who he was recruiting candidates for the new job vacancy. Firstly, they created the job description and identified an ideal candidate for the vacancy. Afterwards, the white staffing consultant needed to book a conference room for one hour in the afternoon in order to interview the pre-selected candidates. After choosing the most suitable candidates, the consultant visited the client for the second time to consult the results, making recommendations and offering advice. The day was ended with a meeting with the supervisor, informing him about the important events of the day.

4.4 Criteria for worker evaluation and career growth

The criteria for the success of the white staffing consultant can be considered as aspects that determine success and quality of work. We divide them according to the areas of activities and tasks. All criteria can be considered from a quantitative and qualitative point of view.

1. Communication with clients

From a quantitative standpoint, we can evaluate the number of clients and the recruitment requests they placed in the consultant, the number of new clients coming to the recruiter and, of course, the number of clients who left the consultant. It is also useful to consider the number of meetings being held with clients.

In terms of qualitative, then, we consider the consultant's knowledge of the client, his company and its goals, values and especially recruitment needs. Another important criterion the quality of the relationship with client, the level of client's satisfaction and if they are willing to recommend our services forward.

2. Candidate Recruitment

The success of recruitment's quantitative viewpoints can be evaluated by the number of job offers posted via various portals and the number of candidates applied for the job.

By using the above-mentioned numbers from a quantitative point of view, we can evaluate the qualitative parameters of each individual portal. We will find out the success of the portals, which is best for attracting the most candidates in general, which one is best for attracting top-quality candidates and which portals are most favourite by unsuitable candidates who do not even pass a pre-screening process.

3. Candidate selection

During the selection process, we can quantitatively assess the number of pre-selected candidates using the pre-screening method, the number of candidates interviewed by telephone, the number of candidates who took part in the second round of the interview – during a face to face interview in the office, and the number of selected candidates to recommend to the client.

From the qualitative point of view, we can examine how the consultant managed the pre-selecting, interviews and final selection. If he did all the steps of the process correctly and efficiently.

4. Employee agenda and document processing

We quantitatively monitor the amount of documentation, whether related to an employee's agenda or company affairs. We also observe the volume of correct and poorly prepared documentation.

From the qualitative point of view, the ability work independently and error-free with documentation and software systems is evaluated. Evaluation includes if and how much the consultant meets deadlines, improves in avoiding mistakes and takes precautions. It is also noted the consultant communicate with the employee well enough and maintains positive relationships.

5. Education and personal development

In terms of quantitative, we consider the amount of software programs and operations regarding the HR field, that the consultant is equipped with. We can also examine the number of training courses, successfully finished.

From a qualitative point of view, the skills of the employees, the proper training, the knowledge of the work, the activities, the procedures and the standards necessary for the proper work are examined.

4.4.1 Criteria for career growth

The career growth in this company is quite difficult. White staffing consultant is a junior level position so the worker can be promoted to Senior Consultant and earns more money but the main content of the work will remain similar. Positions of the team-leaders, branch managers and directors are usually out of reach for most workers because these positions are fulfilled by people that will remain on the post for many years, often for life.

For person to be even considered for promotion one must keep high long-term level of Gross Profit and gradually increasing revenues due to new clients added and successful advertisement. Another indicator is the Key Performance Indicators (KPI) which measures specific areas of work using quantifiable, specific metrics. Among the core KPIs of human resource management belongs turnover rate, average time to hire and average employee tenure. The possibility of being promoted also depends on the time the worker spends at the company (usually at least two years are necessary) and the workers approach to work and co-workers.

4.5 Evaluation of the profession and its elements

4.5.1 Key skills

In this chapter is a list of key skills of crucial activity elements which is important in terms of achieving success. As factors of activity which have a strong influence on the quality of work and are pivotal for success, several factors can be considered. These factors link all the activities of the white staffing consultant such as communication with clients, recruitment, selection, employee agenda and document processing, education and personal development.

Non-technical skills:

- Reliability and work ethic
- People Skills
- Sales Skills
- Time Management Skills
- Target driven
- Problem solving skills
- Multitasking

Technical skills

- Computer skills
- Internet skills
- HR software skills
- Smartphone/texting skills
- Problem solving skills

4.5.2 Determination the optimal method for implementing key elements

The best way to get a white staffing consultant to meet the key elements stated above, is to provide a suitable worker with the necessary skills, long-term experience and the desire to work self-sufficient in advance. The willingness to listen, communicate appropriately, solve problems and self-education is a foundation for success.

Important support resources are: a high quality work environment and sufficient financial evaluation.

4.5.3 Microanalysis of the normal course of activity elements

Work activities defined for HR workers are not completely the same for each company. Each consultant has different skills and experience, therefore it cannot be said that it is easy to replace one consultant with another.

If one of the terms is underestimated, we cannot assume that the consultant will work properly. Conversely, it is to be expected that, in the long run, individual problems and failures will arise and emerge, which may lead to the departure of the consultant.

Recruitment is a self-dependent activity. The ability of self-management and management of candidates and employees and recruitment processes is a prerequisite for this profession. Some skills, such as diligence and determination and thoroughness are an essential part of the right job.

Continuous lifelong studying the field, learning tips and tricks from other companies, gaining experiences, and the ability to utilize it, are a guarantee of successful recruiting and increased potential for a higher HR position.

4.5.4 Psychological analysis of the atypical course of work and work incidents

From the described work, it is obvious that the job itself puts high demands on the consultant. Managing, motivating, and controlling candidates, employees and clients create strong pressure and great responsibility for a white staffing consultant. Special events occur frequently in this work environment, on daily basis. These events can be divided into expected and unexpected.

Alternative emergency plan is presumed by expected unplanned events. If the consultant is informed in advance, he can ensure the smooth running of his work without major complications.

Expected events can include: previously announced delay of client, candidate or employee for scheduled meeting; client's pre-arranged adjustments of the conditions or requirements of posted job vacancy, which will change the course of the recruitment procedure; or even change of the Tax Act, which influence the preparation of employee documentation for the finance department.

Unexpected events include: one of the employees' sickness, where it is necessary to quickly find a temporary replacement; an unexpected delay of the client, the candidate or the employee for the meeting, etc.

It is never possible to determine what expected and unexpected events can occur in the future. These circumstances may affect not only the internal environment such as company policy, the number of client orders, the inability of clients or employees to meet their obligations but also the political situation of the state, employee strikes, international political affairs, etc. Therefore, it is most important to analyze the situation and choose the best solution so that when these situations arise, a solution is found as quickly as possible and with the least possible negative impact. This helps the white staffing consultant with the previously acquired experience.

4.6 Environmental factors

4.6.1 Character of the work place

White staffing consultant job is office-based profession with necessary travelling to clients, employees and other places. However these travels are not very often, most of the meetings are held in the conference room of the recruitment company.

4.6.2 Necessary tools and equipment

For this profession, it is necessary to have the equipment: a presentable office best located near the conference room, a reliable internet connection, a mobile phone, a high-quality PC with necessary software, a scanner with a copier and other small office equipment. Necessary computer system includes not only Microsoft Office Tools (Excel, Word, Power Point), Google Tools (esp. Google calendar and e-mail account). Very important is recruitment software such as Recruitee or Workable for posting adverts about vacancies and keeping track of the candidates and for processing employee agenda such as PeopleSoft or Zenefits.

4.7 Personality requirements

4.7.1 Educational attributes

In order to pursue the profession, worker should be bachelor or master level educated, with focus on Human Resource Management, psychology, business, economy, finance or administration. However the white staffing consultant position is open to applicants regardless of degree subject. Rather than specific qualification, HR department usually value work experience, abilities and skills as well as drive and determination to succeed and meet the goals.

The job performance includes the necessity to continuously educate yourself in the field, monitor HR trends and improve language skills. The provision and management of individual recruitment projects is tied to the financial possibilities of the client's company. Therefore, the consultant must be also familiar with the project cost and be able to orient himself in the field of labour market, wages and taxes as well as possess knowledge of labour law. Consultant also needs to have a deep understanding of the organization and its staffing before beginning the recruiting process.

4.7.2 Work Experience

For previous work experience it is not fundamental to be directly in human resources but it should be at least in sales, marketing or any customer-oriented field. Active membership of student societies is also welcomed because it is showing that the person has necessary communication skills to succeed in recruitment. Work experience is not restricted by the number of years. Long-time practice is welcomed, but not essential. Workers are trained in all necessary tasks during the entrance training program.

4.7.3 Organisational attributes

Perfect organisational and time management skills are essentials for all Human Resource Management positions. This profession requires goal-oriented approach to work and also the ability to handle multiple priorities. White staffing consultant needs to be able to plan, prioritize, and work to achieve goals consistently, even when unforeseen delays or problems arise. Organized work allows workers to focus on different projects without getting disoriented or lost, thereby increasing productivity and efficiency in the workplace.

4.7.4 Social attributes

White staffing consultant communicates with clients, candidates and colleagues on a daily basis and needs to be able to build positive relationships with them. Ergo it is prerequisite to possess excellent communication, interpersonal, sales and negotiation skills. He needs to have representative appearance and behaviour as well as posses rationality in dealing with conflicts and being able to make quick decisions. Consultant must be consistent with his recommendation, opinions and advice.

Big part of this job is cooperating with co-workers via HR department but also with various sectors of the company, such as financial, marketing or IT department. Therefore it is essential for white staffing consultant to be a team player, to give and accept appropriate delegation, follow directions, and communicate clearly with the right people.

4.7.5 Psychological attributes

Preferably, the HR consultant should be extrovert, willing to listen to the staff, clients and candidates and solve the problems. He should have a natural authority, think and make decision independently and act flexibly, even in stress. Stress occurs very often within HR work so it is crucial to be stress resistant and do not lose the temper in dealing with difficult situations.

Another useful psychological attributes would be tenacity, confidence, ambition and determination to succeed, as well as self-motivation and desire for personal development.

4.7.6 Physical attributes

This profession requires the ability to move across the workplace without any problems. The worker needs to walk around the office space, conference rooms, printing or colleague's offices many times a day. They occasionally visit clients at their companies but most of the work is done in one office building. However they work near other employees and often share the same work space with them. Consultants are not required to possess any certification or licence. Nevertheless the work is not suitable for physically handicapped people.

4.7.7 Personal Circumstances

White staffing consultant's job does not involve any especially time consuming travel. There are any business trips abroad. Consultants only occasionally visit clients at

their companies but the travel is only in their branch's jurisdiction. For example Prague branch looks only after clients located in Prague.

However working hours may prove very difficult. The job involves lots of overtime work, esp. in January and February, when consultants needs to stay at work very late in order to finish up the preparation of wages and taxes documentation.

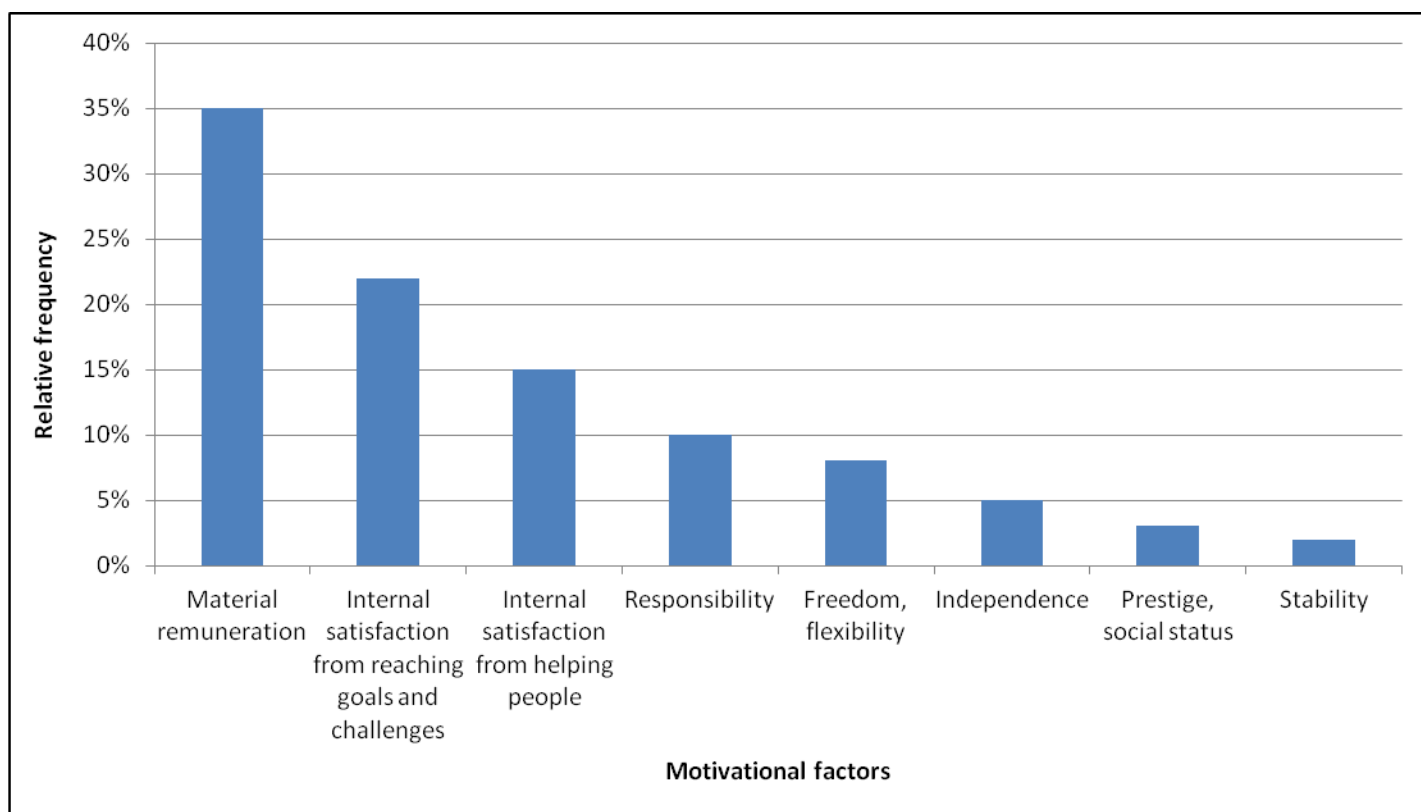
This profession also comes with the necessity to be always accessible by phone or e-mail in case of emergencies.

4.8 Motivation factors

Interesting findings about the profession was about the motivation. Chart no. 5 shows that the consultants are mainly motivated by their material remuneration, internal satisfaction from helping others and from success attainment. Important motivators may be also independence and freedom.

Material remuneration is the biggest motivator in most professions these days. And yes, money is very important for the everyday living. However for profession of a white staffing consultant (for all professions in HR department, actually) it is imperative that part of the chief motivators is the need to help others and the internal satisfaction from the content of the job itself, from successfully linking job vacancy with right candidate. This job may bring the white staffing consultant a purpose, realizing their desire to help others by helping people to prepare and gain their dream job, helping clients to find the right person for their team and employees to solve complex work situations.

Chart no. 5: Motivation factors of white staffing consultant



Source: Based on data from questionnaire (see Appendix 1)

4.9 Remuneration

In the HR field, the recruiters are usually one of the highest paid professionals. Since white staffing consultant is partially a recruiter, he needs to be remunerated for his job accordingly. The appropriate remuneration varies across sectors and locations. Typically include fixed salary plus performance-related bonus connected to achieving goals and the targets in the recruitment part of the job and other benefits. The fix salary may vary around 20 000 to 30 000 CZK. Bonuses and other benefits can reach up to one third of the overall remuneration.

Linking part of the remuneration directly to productivity aims to motivate the consultant to work as hard as possible. Usually it is evaluated monthly, quarterly and annually. The biggest part of the bonuses is rewarding the volume of hires. Recruiter may be also awarded for the amount of sales calls and e-mails, CV screenings, meetings with clients.

Important part of the bonus rewarding is the evaluation of senior manager, who is our direct supervisor (mostly about 20 %). This appraisal includes meeting deadlines; client's, employee's and candidate's satisfaction with the consultant; the on-the job performance and satisfaction of new hires; the ability of recruiting in hard o short time to fill positions.

Another benefits may include meal vouchers (usually 80 CZU per day and the worker needs to pay only 35 CZK); multisport card (this card may be used unlimitedly for many sport centres and the worker pays only 300 CZK a month); benefit card (holiday, restaurants, shops, pharmacies discounts); or contribution to retirement, life or other insurance.

White staffing consultant is also rewarded for working overtime. For every extra hour consultant receives about third more than usually.

Holiday of the consultant may vary but mostly it ranges between 4 to 5 weeks and 3 to 8 sick days.

5 Evaluation and recommendation

In the analytical part of this work, the author focused mainly on the detailed processing of the data obtained through the method of in-depth interview, questionnaire and the direct observation of the white staffing consultant's work activities at his workplace. The aim of the study was to elaborate a detailed job analysis in order to help improve the work of recruiters who are responsible for choosing a suitable candidate for this position. Based on this study, issues and shortcomings were identified and following recommendations and suggestions were offered.

5.1 Shortcomings and recommendations for their solutions

The research revealed an insufficient awareness of the subordinate (team-leader) of the white staffing consultant about the extent of consultant's individual work activities and their time demand. Already from the organizational structure we see, that there is only one HR administrator for three consultants. In section of Permanent Placement, each of the consultants has one researcher at his disposal. And the same is necessary to do in the White Staffing as well. Otherwise it results in overtime hours and working on weekends or even during the worker's holiday. From the graph about the workload throughout the year we can see, that almost all the year the consultant works overtime. This leads to exhaustion, overloading the worker, resulting in lack of concentration, unnecessary errors and unwillingness to remain in the position.

Insufficient knowledge of the subordinate can be resolved by a well-established job analysis, with time schedule of working days. It can be also complemented by scheduling more frequent team meetings and more frequent anonymous questionnaires for employees. These measures generate necessary feedback and the supervisor can then get a better picture of work. When properly informed, the team-leader saves his time as well as his personnel in finding a new employee. The unreasonable workload of one worker; insufficient time to deal with crisis situations and the lack of rest time only lead to overloading the worker who will be unable to perform the job on the long-term basis.

Another investigation discover that it is highly inefficient to employ the white staffing consultant through routine activities such as filling away documents, filling in and updating and updating of the databases of candidates and staff or even doing the primary

research for candidates, pre-screening of CVs and calling up candidates for of interviews. All these tasks are very simple so they can be performed by someone with lower qualification than the white staffing consultant. This worker is highly educated, endowed with all necessary people language skills, advanced knowledge of work with HR problematic and programs, psychologically resilient, etc. and it is wasting his talents and company's money to overload him with easy administrative activities.

The ineffective use of a highly skilled day by routine work can be rectified when searching for and selecting a new employee. For a more efficient division of work activities and the selection of a suitable retraining worker, it is appropriate to analyze individual work activities and their routine. Here we can also implement knowledge from the job analysis.

This avoids a situation where a highly qualified employee will perform less qualified work with wages for a skilled worker. And the unqualified activity should be taught the less qualified worker with a lower wage.

Useful way of dealing with overloading the consultant and inefficiently using his abilities is to offer internships to university students. Students will gladly all the administrative tasks while the consultant may focus on more specialized work.

Recruiting students for the internship is incredibly easy. It is enough to just post the advert on university website and Facebook (ideally on the web of faculties with similar specialization), notice board or university job fair and students will jump on the opportunity.

It is a win-win situation, the student will profit from new work experience and the company will gain a worker for free. Moreover, the company can easily train the student to become their new employee after the finishing internship and they do not have to pay for expensive training or go through a long and time and money demanding recruitment and selection process.

Another way is to deal with these issues is to accept a temporary worker for at least the most demanding months - January, February. This will help to facilitate the work of the consultant in the most stressful period and will contribute to his greater job satisfaction.

6 Conclusion

The main goal of the thesis was to create detailed job analysis, which could be used for improving the process of recruitment and selection of employees. The reason for choosing this topic was the amount of consequences when using inappropriate process of acquiring new employees (see Introduction). Insufficiently defined job analysis (esp. job requirements, work content and responsibilities) always leads up to reduced productivity and earnings, but also causes problems and misunderstandings among co-workers and subsequently with their manager. Clearly defined job analysis may precede these issues.

The thesis is divided into two main parts - theoretical and practical part. The theoretical part was focused on researching the topic and subsequently describing basic concepts and characteristics of human resource management, recruitment and selection process and above all job analysis.

The practical part was based on the findings from theoretical research and resulted in creation of job analysis of the profession White Staffing Consultant. The study further examines the overall characteristics of the profession; professional tasks, activities and responsibilities; interpersonal relations; the shift progress and its life cycle; performance criteria; evaluation of the profession and its elements; personality requirements of worker; motivation factors and remuneration.

Thanks to this analysis, an ideal candidate was identified: educated (with bachelor or master degree from areas of such as human resources, business or psychology), linguistically equipped (proficient in English, written and spoken), with advanced knowledge and experience in HR industry (including working with necessary software). It is essential for the consultant to possess excellent communicational, sales, organizational and time management skills. This person also must be reliable and stress-resistant whereas this job is very demanding, constantly changing and the employee needs to be able to solve many urgent issues and problems at once.

The research itself revealed an insufficient awareness of the employee's subordinate concerning the work. This unawareness can be notably complemented with the findings from the chapter 'Shift and its life cycle', where he could find the amount and content of the workload with time schedule of the working day. When properly informed, the manager will save time, both his in the search of a new worker. It will also avoid overworking the employee and misunderstanding in the working collective.

Another finding was the inefficient use of the highly skilled worker by overloading him with routine activities that can be performed by less qualified person. This can be rectified by hiring a help in form of an intern. Intern or trainee is a university student searching for work experience. In order to gain this work experience, the student will gladly perform all the routine work for free. Therefore, the company does not need to spend any extra funds. In addition, after the end of the internship, the trainee may take up a similar position as a permanent worker without any lengthy and costly selection procedure.

The findings of this analysis may also be used for determining training needs and choosing training methods; motivating, evaluating and rewarding employees; as well as for educational and career developmental purposes.

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8 Appendix

Appendix 1 – Table for preparation of charts

- 1) How many hours per week do you usually work throughout the year? Please state the average amount in each month.

Months	Working hours/week
January	60
February	58
March	45
April	48
May	47
June	42
July	32
August	35
September	40
October	42
November	48
December	50

- 2) How would you rate the workload distribution? Is it evenly or unevenly distributed? Can or cannot be planned?

Workload distribution	Relative frequency
Evenly distributed	65%
Unevenly distributed	45%
Can be planned	76%
Cannot be planned	24%

- 3) How much do you spend on following activities?

Distribution of activities	Relative frequency
Administration	30%
Communication with colleagues	20%
Communication with employees	15%
Communication with the candidates	10%
Communication with the clients	10%
Management	8%
Education	5%
Other	2%

4) What motivates you to perform this profession?

Motivation factors	Relative frequency
Material remuneration	35%
Internal satisfaction from reaching goals and challenges	22%
Internal satisfaction from helping people	15%
Responsibility	10%
Freedom, flexibility	8%
Independence	5%
Prestige, social status	3%
Stability	2%

Appendix 2 – List of question for the in-depth interview

- 1) How would you characterize the company and its structure?
- 2) How would you characterize the profession?
- 3) What is the profession structured?
- 4) What are the tasks and activities you perform and how would you characterized the interaction of these activities?
- 5) How would you describe the shift progress and its life cycle?
- 6) What are the performance criteria?
- 7) How would you characterize the evaluation of the profession and its elements?
- 8) What are the environmental factors?
- 9) What are the personality requirements for performing this profession?
- 10) What is your remuneration?