

<b>Activity Title:</b>	Assignment 1: Design a recruitment & selection campaign
<b>Paper Number and Title:</b>	MGT710 Advanced Human Resource Management Level 7, 15 credits
<b>Assessed Learning Outcomes:</b>	LO.2 Design a recruitment and selection process that is linked to an organisation's human resource strategy and business strategy. LO.6 Appraise and debate how technology can support and enhance the HR function.
<b>Conditions:</b>	This is a compulsory assignment and non-submission will result in failing the paper. No re-sits or resubmissions are allowed.  To pass this paper an overall grade of 50% must be achieved across all assessments, attaining no less than 35% for each individual assessment.

## ASSIGNMENT INSTRUCTIONS

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**Due date:** 6.00pm Monday, Week 8, via Blackboard

**Contribution:** 30%

**Word Count:** 2,000 words (+/- 10%), excluding referencing and appendices

**References:** a minimum of 8 academically relevant sources should be used to support your work

**Style:** Management Report. You do not need to include an executive summary, but you should divide your report into clear sections.

### Qualification outcome expectations

**Research and referencing:** You are required to engage in some research into the processes and theories underpinning human resource management and strategies in order to successfully complete this assignment. Ensure you include a full reference list, including all sources, using the latest APA guidelines. Correct referencing is an expectation of tertiary study.

**Presentation guidelines:** Work is expected to be submitted as a Word document or PDF, using a clear, readable font and be within 10% of the given word count (excluding any referencing). Include your name, student number and the paper code and assignment number as a header or footer. This report should include headings or subheadings. Spellchecking (NZ English) and proofreading of work prior to submission is strongly encouraged.

**Scenario:**

## PGMC Holdings Limited

You are the recently appointed Chief Manager (People & Culture) for PGMC Holdings Limited, a company based in Queenstown that has quietly bought up a range of businesses in the hospitality and tourism sector over the last 20 years and now owns a disparate range of businesses that includes hotels, bars and restaurants, tourist facilities (bungy jumps, water parks, garden mazes, petting zoos, ziplines, etc), vehicle hire, travel insurance, private hospitals, property development and investment throughout New Zealand and Australia. You have held your position for six months. The Chief Executive has asked you to take your time to get to know the businesses and to come up with a plan for unifying the whole enterprise. She has requested a project plan with timeline, a budget and indication of resource requirements for implementation. You report today.

As you travelled around and got to know key people, frontline people, suppliers and contractors, you began to understand why Phyllis Yang, the CE and principal shareholder, had laughed when she told you about your first challenge in the job, and said 'It won't be easy, and I won't give you much to work with!'. Fixing her gaze on you, she asked, "So how do you like your job so far?" in her clipped, cultivated Hong Kong accent, and gave another little laugh before you could reply, gesturing that she didn't expect an answer.

She explained that she wanted a single culture, but you had seen every business still had the same culture as at the date it was purchased. She said she wanted an entrepreneurial culture, and some businesses were, but others just seemed to have frozen in the Queenstown snow, still doing the same things they did in the last century. Phyllis explained that she wanted an internal job market so the best person could be moved from the vehicle hire company to the insurance company to replace someone who had been moved to a role in the hotels division. "Right now the people in the hotel division don't even know we have a vehicle rental division. No cross-selling, no transferability. A nightmare if you want to be sure people are being paid properly for what they do! You know we have to fire someone we want to transfer, then rehire in the other company? Crazy!"

All senior management live in Queenstown and work in a locked office where Phyllis can look out through a large window and see everyone working. She insists that everyone is in the office between 8:00 am and 6:00 pm and only reluctantly allowed working from home during lockdowns. There are no levels of management between 'Alcatraz' as it's called, and the general managers of each business.

Your office is next to Phyllis'. Judging by the number of unclaimed personal items there, you have deduced that you had many predecessors, none of whom had time to collect coats, toiletries and nick-nacks before leaving. When you asked Paris, your assistant, to organise a name-plate for your office door, he looked at you puzzled and asked "Really?". When you asked him if there had been a lot of changes in the role, he said, "Most of them never even got their families moved in", and went quiet.

There is a simple payroll system in the office which contains some staff details, enough to keep the Labour Inspectors happy, but payroll admin is done by an agency which manages liaison with each business. There are no other computer systems. Everything is done using Google Apps such as Sheets and Forms. Emails are all on Gmail. Each business has its own website, and each general manager is responsible for maintenance and updating. You have gained the confidence of Andre, the manager of the Moonstone Peak Resort hotel, PGMC's flagship destination, and had dinner with him last week when you asked him about working in PGMC. He told you that 'it is mostly chaos during the season, but we make money anyway, no matter what we do... but we could be so much better'. You pressed him for details, and he shared that 'Phyllis is not here as much as she might be, and she is **always**

away for the high season. “Always!”, he added with some exasperation. “...and as she is the only one with the authority to make most decisions, very little gets decided. We spend a lot of time on the phone during the winter...”. When you asked why Phyllis goes away, Andre simply replied, “Phyllis doesn’t like the cold”.

After thinking about it, you have decided that you will start by implementing an Human Resource Information System (HRIS) and that you want a person with exceptional HRIS experience to lead the implementation. You are a strategy person, not an IT person and expect the recruitment of this person will not be easy or cheap. From your previous experience with HRIS implementation as part of major ERP projects with SAP and Oracle, you know that this situation would probably be best handled with the implementation first, then the change management, rather than the textbook approach, Lewin’s “unfreeze, change, refreeze’. “They are already dangerously unfrozen’, you told yourself, smiling, “beware, danger of skidding in icy conditions”.

Since you spoke with Phyllis this afternoon, you have received a confidential email advising you that everything has just become urgent because the board has decided to seek stock exchange listing, and the accounting firm that will be dealing with the IPO will be starting work next week. You don’t have time to redo your beautiful PPT presentation that you worked on for a couple of weeks. Or maybe you can still use it. You’re getting anxious. Phyllis wants this wrapped up in 3 months.

Here are your tasks:

1. Write a justification of the need for a senior HRIS manager (title open) to select and setup an HRIS for PGM. Include a review and assessment of internal factors that an HRIS could help manage. Identify some strategic threats and weaknesses, and how changes captured in an HRIS could help strengthen the business.
2. Produce a job profile (job description plus person specification) for the role of Senior Manager – HRIS, which includes a simple organogram of the HR function – 2 levels up and 2 levels down. You should include a functional reporting line between the SM- HRIS and the head of the ICT division you plan to recommend, as well as a primary reporting line to you. As you plan to recommend the establishment of an ICT division, you can populate that division with 5 or 6 other jobs (just include them in the organogram at an appropriate level, and in roles consistent with your planned use of an HRIS with particular operational features – no need for documentation).
3. Design a recruitment process to attract potential candidates and a selection process to assess and select applicants. You should state any assumptions you are making, and should include the following:
  - a. Recruitment campaign, channels that will be used to advertise the vacancy, other ways of accessing a population of qualified and experienced individuals.
  - b. Decide how applications/expressions of interest will be received with reasons for your decisions.
  - c. Discuss how you will create a shortlist of applicants for selection criteria and describe the selection techniques that will be employed.
  - d. Formulate measures to assess the success of the recruitment and selection campaigns.
  - e. You presently lack an HRIS, but in what ways can existing, freely available technology assist you to have an efficient and focussed hiring process for this job. List at least 5, with a short description of the contribution of each.
4. Make a simple plan for the recruitment and selection process from inception today to making an offer not later than 3 months from today. The plan should contain activities with start and end dates, resource requirements, commitments from other personnel at specified times, and indicative costs, with a total cost of execution.

## Marking schedule

Criteria	E (0-39)	D (40-49)	C (50-64)	B (65-79)	A (80-100)
Justification <b>Weighting 20%</b>	No attempt made to link recruitment and selection decisions to strategic situation including internal and external factors.	Little attempt made to link recruitment and selection decisions to strategic situation including internal and external factors.	Basic understanding of linking recruitment and selection decisions to strategic situation including internal and external factors. Recruitment and selection decisions have a limited fit to the strategic context.	Good understanding linking recruitment and selection decisions to strategic situation including internal and external factors. Recruitment and selection decisions fit the strategic context. Lacks the polish of Excellent.	Excellent understanding of linking recruitment and selection decisions to strategic situation including internal and external factors. Recruitment and selection decisions exploit opportunities and mitigate threats within strategic context.
Job and person specifications <b>Weighting 15%</b>	Job and person specifications do not fit together for the position being advertised. Structure and content are not appropriate. Assumptions are not stated.	Job and person specifications have little relevance for the position being advertised. Assumptions are not stated.	Job and person specifications have appropriate content and formatting for the position being advertised but lacks detail or depth. Assumptions made although there may be some errors of judgement or inconsistencies.	Job and person specifications relate to each other and to the responsibilities of the position being advertised. Assumptions may include some unclear / ambiguous terms.	Job and person specifications relate to each other and to the responsibilities of the position being advertised. Polished
Recruitment and selection processes <b>Weighting 35%</b>	Muddled recruitment and selection processes or key stages missing. Processes do not link to the strategy. Assumptions are not stated. No justification for decisions given.	Logical recruitment and selection processes, although limited link to the strategy. Assumptions are not stated, and limited justification is given.	Key recruitment and selection processes stages are covered in a logical way with some link to the strategy. Assumptions and justification given for main areas, although some errors of judgement or inconsistencies.	Well-argued and justified recruitment and selection processes that flows and links to the strategy. Few inconsistencies or gaps in arguments.	Polished, well-argued and justified recruitment and selection processes linked to the strategy.
e-recruitment technology recommendations <b>Weighting 5%</b>	e-recruitment technology is not covered, or recommendations do not support the recruitment and selection campaign in a logical and appropriate manner.	e-recruitment technology is covered superficially with little logical and / or appropriate recommendations to support the recruitment and selection campaign.	e-recruitment technology is covered at a basic level for the recruitment and selection campaign, although recommendations demonstrates logical use of free tools to support the processes.	Well-argued use of e-recruitment technology for the recruitment and selection campaign, although recommendations may be restricted to tried and tested approaches, such as online job advertising	Innovative use of e-recruitment technology that support the recruitment and selection campaign. Polished and well-argued recommendations.
Research <b>Weighting 10%</b>	Little or no evidence of research, or sources not relevant for the task. Little or no use of sources to support argument.	Less than minimum required number of sources used, or sources are not relevant for the task. Limited or unclear use of sources to support argument.	Minimum required number of sources used. Some sources lack strong relevance or authority but are still appropriate for the task.	At least minimum required number of sources used. Sources are mostly well-chosen, authoritative and appropriate for the task.	At least minimum required number of sources used. All sources are very well-chosen, authoritative and highly appropriate for the task. Excellent use of sources to support

Criteria	E (0-39)	D (40-49)	C (50-64)	B (65-79)	A (80-100)
			Sources adequately used to support arguments.	Sources mostly well used to support arguments.	and extend arguments.
Writing <b>Weighting 10%</b>	No consideration for presentation. Little evidence of clear writing or structure, very difficult to follow. The research has not been linked to the main text. Numerous spelling and/or grammatical errors that have a significant impact on readability.	Inadequate presentation. Some evidence of clear or structured writing. Limited evidence of meaningful integration of the research with the main text. <b>Some grammatical and/or spelling errors that impact noticeably on readability.</b>	Adequate presentation. Mostly clear writing that shows acceptable organisation and structure. The research could be incorporated with the main text more consistently. Few issues around grammar and/or spelling, some of which have a minor impact on readability.	Good presentation. Clear writing mainly to the point. Mostly well organised and structured writing. The research is mostly well integrated with the main text. Good spelling and grammar with only minor oversights that do not impact on readability.	Polished presentation. Clear, concise and well-structured writing throughout. All research is very well integrated with the main text. Excellent spelling and grammar correct in all aspects.
In-text citations and Reference list APA formatted <b>Weighting 5%</b>	Very limited or no referencing attempted, or none follows APA guidelines.	References and/or citations do not follow APA guidelines, or limited referencing attempted.	References and/or citations follow some APA guidelines.	References and citations follow most APA guidelines.	References and citations follow all APA guidelines.