

---

ANALYSIS OF HUMAN RESOURCES PRACTICE WITHIN A COMPANY

---

Shampoo Relaunch Project



JUNE 17, 2022

QiTing ZOU

Hayek Global College | MBA

## Index

Index .....	1
Introduction .....	2
Competence Mapping of Business (General) .....	3
Competence Mapping of Business (Specific) .....	5
Selection Techniques.....	7
Competence Development and Training .....	12
Retain Talents .....	14
Conclusion and Recommendations .....	18
References .....	19

## **Introduction**

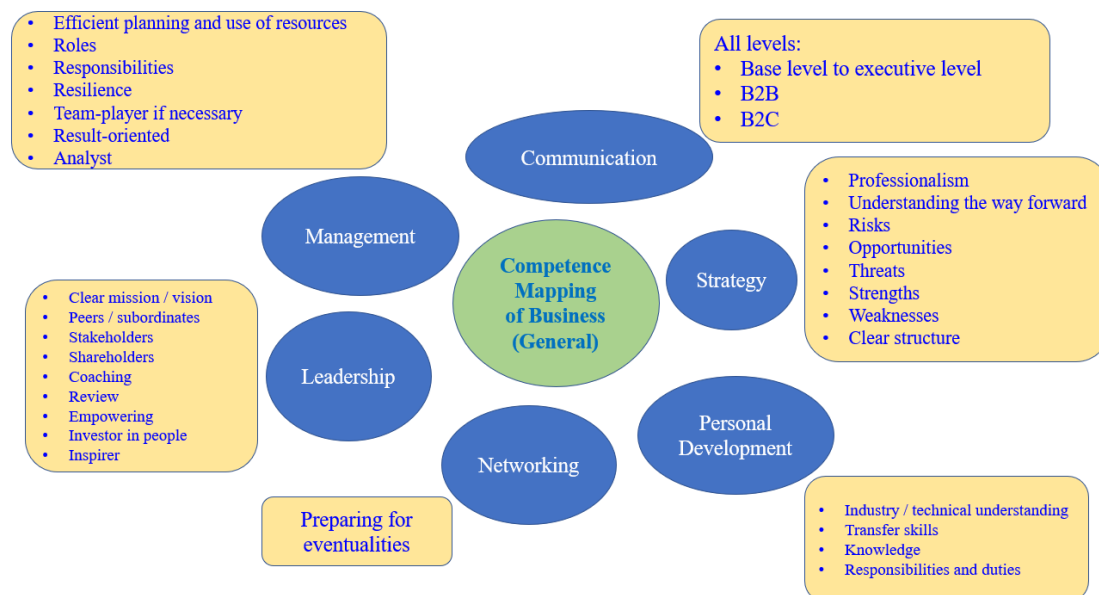
We are doing Front End Loading for a project to relaunch an existing product back into the market as a rebranded product. The product initially was well established and liked, yet had been taken off the market for a number of reasons. In the following 3 years, we are going to build up a strong team to accomplish the relaunching project in China and expand the China market accordingly. For the team, we need to recruit. To recruit, we need to be clear on the people factor, which related to every individual. Following the theories and practice about the People Factor, we will use competence map as a referential tool, interview and assessment centre as test to find the best fit, as well as incentives as advantage to keep them.

In this report, we illustrate the application of general human resources techniques which directly relate to the people factor. Major concerns are the identification of talent in-house and in-bound. The definition, development and establishment of competences through HR and learning and development, as well as the retention of talent, hereby we focus on specific functions as an example.

## Competence Mapping of Business (General)

Talking about "The People Factor" it can be said that one generally needs to understand everyone is considered to be an individual, having own personalities, own characters, knowledge, skills, experience, competence, education, motivation and abilities. In order to achieve the highest output capacity of the business, it is of utmost importance to place talent in key positions where they can make best use of their competence and further grow in their personal development. Given this, a competence map is used as reference when evaluating candidates on their suitability and to provide transparency throughout the selection process. Competence Mapping is a process to detect an individual or an organization who can do something efficiently and successfully. Competence is an ability to do something particular in an efficient and effective way. With Competence Mapping as a process, competence and ability of an individual or a body are identified and aligned with the organizational need.

Even though the word “competence” and “competency” have the same definition, they are semantically different. “Competence” is skill-based, while “competency” is behaviour-based. In this report, we use “competence” to make it clear that, we recruit people with skilful abilities and let the people contribute their skilful abilities in their work performance.



© 2022 QiTing ZOU | Hayek Global College | MBA Class of 2023

Here is the competences list in general for this business project accordingly.

**1. Communication**

All levels:

Base level to executive level

B2B

B2C

**2. Management**

Efficient planning and use of resources

Roles

Responsibilities

Resilience

Team-player if necessary

Result-oriented

Analyst

**3. Leadership**

Clear mission / vision

Peers / subordinates

Stakeholders

Shareholders

Coaching

Review

Empowering

Investor in people

Inspirer

**4. Networking**

Preparing for eventualities

**5. Personal Development**

Industry / technical understanding

Transfer skills

Knowledge

Responsibilities and duties

**6. Strategy**

Professionalism

Understanding the way forward

Risks

Opportunities

Threats

Strengths

Weaknesses

Clear structure

## Competence Mapping of Business (Specific)

Referring to the general Competence Mapping, a specific competence map for this business project is created to identify the best suitable candidates for the all positions needed to make this project successful.

(Example:

### Recruiting Positions

- Competence 1
- Competence 2
- Competence X)

### truck drivers

- driving experience over 10 years
- truck driving licences holder

### customs clearance agent

- good communication skills
- have a clear mind on customs laws
- international exposure
- required languages (i.e. Chinese and English)
- international trade degree

### factory workers (night shift & day shift)

- accept night shift
- knowledge of basic mechanism
- consider safety as first priority
- consider safety as first priority
- knowledge of basic mechanism

### customer support

- good business communication skills
- knowledge of customer psychology
- industry / technical understanding
- knowledge of products and the markets

### salesman

- industry / technical understanding
- selling skills
- networking

- accept business travels
- knowledge of products and the markets

#### purchasing

- networking
- knowledge of products and the markets

#### marketing research

- knowledge of products and the markets
- good at data analysis
- good smell on market trend

#### IT

- IT knowledge
- experiences over 5 years

#### packing designer

- at least bachelor degree of design
- advanced aesthetic sense

#### scientific expert

- PhD in pharmaceutical degree

#### accounting

- at least bachelor degree in accounting

#### management factory supervisor

- junior management skills
- knowledge of advanced mechanism
- consider safety as first priority

#### warehouse keeper

- junior management skills
- strong body
- goods coordinating skills

#### office manager

- good business communication skills
- knowledge of customer and employees' psychology
- industry / technical understanding
- knowledge of products and the markets
- must have a tanning certificate for office management

## **Selection Techniques**

At the first stage development of our business project, **Customer Support Officer** and **Marketing Research Specialist** are the 2 main functional roles. In order to operate the project efficiently and keep the cost as low as possible, we consider to conduct recruitment in 2 directions – internal recruitment and external recruitment. To look for customer support officers, we aim to find the right talent that are already in this company, while for marketing research specialist, we plan to recruit externally. This simply because the general skills and competences for the customer support are generic, and can be easily transferred, which will help us cut the cost right from the beginning. For marketing, we need a fresh new and unconventional external view that helps us to re-introduce our existing product back to the market successfully with a new, fresh look, re-branded.

General recruitment processes need to be comprehensive in their functions. All business-specific aspects must be included, as the person to be hired must be able to actually do the job. We will implement the following selection techniques for the respective position in order to find the talents that we need.

### **Customer Support Officer**

#### Role Description:

- \* Facilitate order process
- \* Follow up customer enquiries and complaints
- \* Internal communication to keep the order process on the right track
- \* Maintain and deepen the relation with customers
- \* Develop potential customers (proactive selling)

#### Required Competences:

- \* Good communication skills
- \* International exposure (cultural competence)
- \* Required languages (language competence)
- \* International trade degree or similar
- \* Administrative experience
- \* Computer literacy

#### Methods to Measure:

- \* Review of CV, degrees, certificates, work references, character references, personal development, and ambition
- \* Provide a real-case scenario and ask the candidates to respond, in order to identify and evaluate the level of competence



- \* Travel experience; comprehensive multi-cultural competence evaluation
- \* Computer literacy and teamwork mentality assessment

### Strategic Internal Recruitment Techniques:

#### 1. Internal Referral

We will choose talents from within the company. Recruiting talents by internal referral can help us identify and get to know the needed talents fast. It also makes the best use of the company resources. The company-and-product-specific experience that the talents already have is the most valuable support to the operation of this project. As these talents already possess the general company training and have made use of their knowledge for a period of time within the given setting, gaining significant experience, being familiar with company processes, and being a vital part of the company culture. Therefore, we can cut the cost by recruiting talents through internal referral, which is financially friendly to the business project when it starts, since we will use existing resources that are readily available.

There are multiple ways to identify potential candidates, i.e. through internal referral by manager nomination, colleague recommendation, self-nomination and HR personnel screening.

#### 2. Human Resource Analytics

This is a further step that we take to find the talents within the company. By analyzing talent work performance, personality, study subjects, degree, strengths and weaknesses, we can shorten the list of potential candidates, which helps us to have an improvement to find the best-fit talents.

#### 3. Final Consideration

After narrowing down the candidate list, a role-specific knowledge assessment will be given in order to confirm the talents and close the recruitment process for the first stage. During the assessment, our goal is to find the talents in the shortened candidate list who comprehend the purpose and the value of this project most.

### **Marketing Research Specialist**

#### Role Description:

- \* Collect and analyze data about the market, including price development, sales records, methods of marketing, advertising and distribution of competitors
- \* Collect and analyze data about customer needs, preferences and buying habits

- \* Identify the best market to start with
- \* Identify the future potential markets
- \* Analyze factors that affect the supply, demand, price and cost
- \* Forecast market and sales trends
- \* Write and present clear and structured analysis reports timeously
- \* Ability and preparedness to travel extensively

Competences:

- \* Knowledge of products and markets
- \* Good at data analysis
- \* Good smell on market trend
- \* Relevant contacts and existing network
- \* Integrity, loyal, confidentiality

Methods to Measure:

- \* Review of CV, degrees, certificates, work references, character references, personal development, and ambition
- \* Previous work and achievement samples
- \* Provide a real-case scenario and ask the candidates to respond, in order to identify and evaluate the level of competence
- \* Market experience; comprehensive multi-cultural competence evaluation
- \* Computer literacy and teamwork mentality assessment
- \* Personality and integrity evaluation
- \* Background, credit, health checks

Strategic External Recruitment Techniques:

Candidate identification drive:

1. Referral programmes  
Potential candidates can be referred to us by other companies, agencies, and colleagues, as well as the industrial-academic network.
2. Company website  
Posting vacancies on our company website to attract talent, as well as creating a list and data base of external talent (talent pool) by encouraging initiative job applications.
3. Recruitment events  
Open day and university job fairs provide an excellent opportunity to meet suitable candidates.

4. Online job listing

Posting vacancies on public job websites will increase reach and potential return.

5. Head hunter

Making use of head hunter services is a two-sided sword. On the one hand, they may have potential candidate, yet on the other hand, it maybe a waste of time and money. The real candidates are known to work independently, and to be well-sought after and thereby not freely available on the market. Also, head hunters work for money, and their motivation may not be in the best interest of our company.

[Inbound Recruiting]

To find the right talent to join our project, we need to see where we can find access to them and who is interested to work for us and has the necessary passion. By introducing the project with clear description to the relevant channels, we aim to attract talents who have a genuine interest. By this techniques, potential loyal talent who will make efforts for this project are more likely to be identified.

[Talent Pool]

This is a passive recruitment technique that we consider as major pro-active process to find talents. Through the application by future talent, we see their interest that they want to work for our business. Then we can sort out the potential candidates by screening their personal information to identify the talents suitable for this project. To look for talent from the talent pool does not need HR to further involve in the recruitment process, but to apply modern technology (AI), which saves the cost of all kinds of resources including money and time.

External Recruitment Process in Detail

1. Recruitment process preparation

In order to identify the most suitable candidates, criteria development for reviewing CV is one of the most important, though challenging preparation. Furthermore, creating interview content is of utmost importance to not only present a prepared and good impression to the interviewee, but also to have a structured and consistent approach for each interview. Comparing potential candidates needs to be possible through structure and facilitation of the recruitment process right from the beginning through to the end. The review of each stage must be directly related to the relevant job description and must be transparent for company and candidate.

In our case, a strong focus on practical background rather than theoretical/academic achievement is strongly advised.

Knowledge, skills, abilities and other characteristics, also known as KSAO are the competences to look out for, directly related to the role and function of the respective position.

In order to achieve this, interview schedules and evaluation tables have to be prepared in advance.

2. Review of candidates

Considering the differences between internal and external hiring, an implementation of all of the above is critical. Before the reviews, it must be clear what matters most to us, and what needs to be identified in each candidate to be present to ensure that they can and will effect their tasks and duties most efficiently for the success of our project and the company as a whole.

3. Interview

Considering the different available forms of interviews, e.g. structured, unstructured or semi-structured interviews, based on job market, social science and ethnic demography, panel or group interview, assessment center with stress and case interviews, and behavioral and final interviews, the most suitable needs to be chosen depending on aim, candidate, recruitment stage and circumstances. Questions and answer sheets need to be ready and suitably designed for the purpose. In each interview, one has to consider bias and do the best to avoid any negative effect. Interviews need to be clear, transparent, open, non-discriminatory, and apply to leading industry standards.

4. Tests

For the potential tests, the arrangement and practicality need to be considered. Background checks, bank reference checks and others take time and may be less conclusive than an interview and personal impression based on experience. Regulations on testing and privacy need to be applied.

5. Assessment

Any assessment of any candidate must be effective, valid, reliable, consistent, fair, transparent, and appropriate to establish that the required competence of the candidate is identified without any bias or prejudice. The use of approved industry-standard assessments and evaluation procedures and facilitation thereof by competent, qualified and accredited staff are of utmost importance.

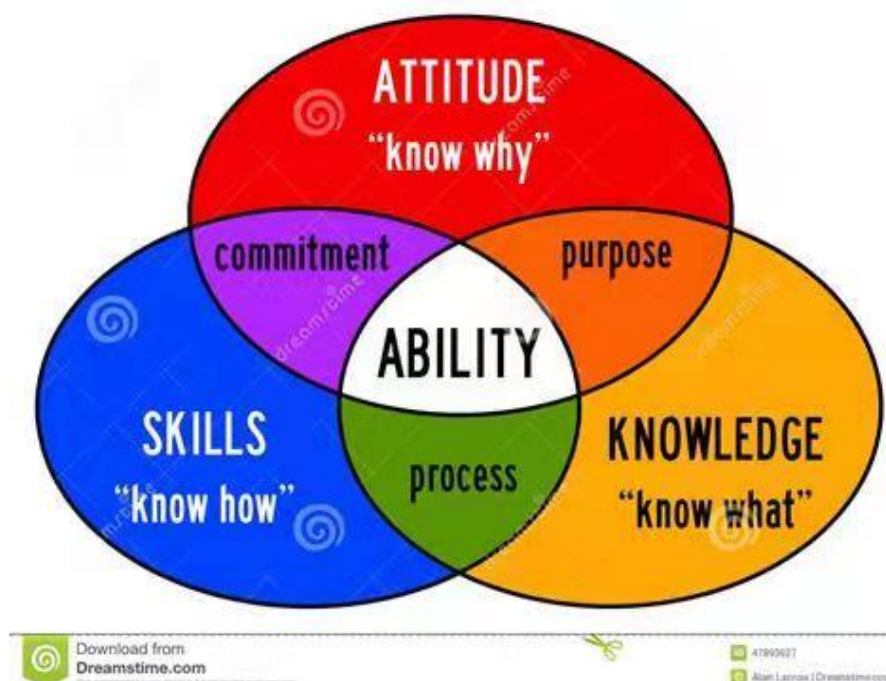
## 6. Finalizing the hiring process

Having clear selection criteria and methods will lead to finding the most suitable candidate. For the on-boarding process, we have to apply strategic negotiation skills through HR and management, since we also need to represent the best interest of our business to the benefit of us. The use of a standard offer letter and contract, as well as other legal considerations will prevent possible future inconveniences.

## Competence Development and Training

### Definitions

- **Skills:** the ability to do something well, can be present or learned but need to be developed (nature and nurture)
- **Knowledge:** theoretical / practical understanding,
- **Competence:** the ability to do something successfully and subsequently efficiently
- **Development:** a process of progressing
- **Facilitator:** a person that makes a process easier
- **Learning:** acquisition of knowledge and skills through experience or study
- **Attitude:** a settled way of thinking / feeling about something (cave!)



Competence (= ability) is what we are seeking to develop. Skills + knowledge, together with the given attitude will be transformed into competence, in the end shown through

successfully passing an outcome-based assessment (during which one is found to be competent by a subject matter expert assessor, and thereby achieving certified competence).

Entrepreneur Competence Model:

4 essential elements: motivation (why be an entrepreneur), personal characteristics (who are you), qualities or abilities (what can you do), knowledge and experience (what do you know)

abilities / qualities:

leadership, motivating, inter-personal communication, planning and management, financial management, market orientation, innovation and creativity, and flexibility

knowledge and experience:

marketing, sales and strategy, organizational and technical knowledge, human resources, costing and pricing, market dynamics

It needs to be remarked, that there are different learning styles possible in different persons as individual characteristics.

After careful consideration and review of the human resources capacity within the existing business, it has been found that the fundamental competences are either already present or can be developed from existing knowledge and skills available with the current employees.

In order to strengthen the competences as required for our business activities, and to further develop competences in line with dynamics of markets, we will not only engage in a learning and development (L&D) programme, but furthermore establish a Learning & Development department with cross-functional nature. Suitably skilled, knowledgeable, or even already found-to-be-competent existing staff will be utilized to perform relevant tasks as additional part of their work. The most suitable person shall be assigned as Skills Development Facilitator (SDF).

As seen in the diagram, a competence comes from 3 major factors: i.e. knowledge, attitude and skills. Knowledge is expected to be present in the employee when taking up the employment. The attitude of an employee comes naturally with personality and character and it is reflected in the knowledge presentation. Such concept will be evaluated and assessed during the recruitment, especially interviewing procedure to see if the attitude of the potential employee or candidate does fit (assessment center). Once the employee has been hired, it is considered to be given that attitude and knowledge are a fit for our business or at least sufficient to be developed during the progression

and growth under employment with us.

Back to the skills. Skills can be found either under nature or nurture aspects, or both. Some people are already “skilled” (by nature), while others need to work hard to obtain the skills (nurture). Often, as experience has shown, both applies to many persons. Having existing expectations on the required and favoured competences for our business, clearly defined by the scope of the position within the job description, as well as by relevant industry standards and training or education programmes, we can assess the current status of each and every employee, identify shortcomings as well (highly-)developed aspects and through the Learning and Development initiatives, create the workforce which is most favourable for us, our endeavour and our strategy.

Initially, the Skills Development Facilitator will help employees to recognise their current performance level and then design individual personal development plans following the company’s requirements. Some additional training can be provided by external service providers (later potentially in-house), self-study and on-the-job-training to ensure that company policies, requirements and quality standards are fully met. The Learning and Development department will draft company-specific Learning & Development (training) manuals, based on and covering all aspects as described above (company-specific requirements, industry standards, educational programmes) to be strictly followed.

### **Retain Talents**

People do not leave jobs. They leave bad (toxic) work environment. The perception of bad work environment is highly subjective and individual, and it includes lack of transparency regarding the corporate vision, lack of assistance when employees need it, lack of integrity within the business environment, etc.

Definition:

talent: a person holding an ability from the nature to do something well

A talent is not only relying on his/her natural abilities, but also improving herself/himself by developing her/his abilities with efforts. Talents are a scarce resource on their market.

As described in the previous session on how we attract talents to work for us, we now have to look at our options to retain them. We first need to have our talent retention plan based on our needs and project situation. Then we refer to our competitors’ benefit for

talents so that we understand the motivation why our talents would like to leave us and work for them. From this point of view, we can make adjustment in our retention plan accordingly, in order to prevent turnover and have solutions on retaining talents.

Furthermore, we need to consider the internal competition. The internal competition results from this project being added and resources being shared within the company. That means the talents have their preferences on which team they are working in. Due to the different team structure and atmosphere, the minor emotional feelings can affect the motivation and passion to work pro-actively. As a result, internal talent allocation does occur.

### **Are people satisfied with the opportunities/ incentives they have in my business?**

To know if our employees and talents are satisfied with our opportunities and incentives that we offer, we need to engage in an active exchange. However, it needs to be considered that people will not openly share their opinion. A good indicator is that they stay with us, yet the reason may be a different one than satisfaction. Nowadays, employees stay with a company not only because they are satisfied with the work conditions, but rather for not finding a better opportunity, not having time or patience to look for a better opportunity or because they just keep what they have rather than to start something new.

An intelligent exchange shall provide more insights into this as we progress. In order to encourage with reasons to stay, we now look at our options.

### **Which are possible reasons for people to leave your company?**

There are a number of reasons that people would want to leave my company. In general speaking, we can categorize the reasons into 2 parts, which are subjective reasons and objective reasons.

Subjective reasons are as follows, inter alia:

1. perceivably “better” job opportunities in another company
2. higher salary in other companies
3. better insurance cover and rewards in other companies
4. perceivably “better” work environment
5. more favourably perceived culture in other companies

Objective reasons are as follows, inter alia:

1. employees’ change the residence location and so they need to change work location
2. changing living environment for kids



3. getting married
4. moving back to the parents due to their aging
5. upgrading city (life style)
6. job hopping (promote yourself)

### **What do my competitors offer that I am not offering?**

1. Stress-free working environment
2. Flexible working hours
3. Tele-work available
4. Sabbatical leaves
5. Offering professional training programmes
6. Reward differently in various different ways (little ways)
7. Professional development support
8. Non-monetary rewards and privileges

### **What do people value in general, that I might be lacking in my business?**

The motivation to stay is individual and needs to be explored individually. The starting point of this will be already before signing the contract. During the selection process of candidates, we need to screen and evaluate a general tendency of motivation to join, to stay, and to leave. This tendency will be translated into our workforce under consideration of industrial psychology findings and recommendation. Every employee who is signed up will have a flexible sheet in the personal file which will be reviewed frequently and adjusted accordingly. The sheet will include the initial findings from the interview, and any further update as the employee progresses within our company. Motivations change with the environment and the progression.

In the following we will look at both sides, the employer and the employee, since motivation, aim, expectation and satisfaction evidently differ between them.

- What do employers value of an employee in general?
  1. Strong work ethic
  2. Commitment and preparedness to take responsibilities
  3. Positive attitude
  4. Adaptability
  5. Integrity and honesty
  6. Self-drive
  7. Continuing development
  8. Confidence
  9. Professionalism

## 10. Loyalty

- What do employees value of an employer in general?
  1. Supportive work environment
  2. Recognition as employee
  3. Adequate remuneration
  4. Leadership
  5. Meaning for work
  6. Identification with company and its philosophy

### **Strategies to retain talents and prevent turnover:**

What will motivate talents to work for and stay with us? Here are my proposed incentives.

#### General:

- Competitive salary
- Free professional training in vertical and horizontal direction for personal career development
- Flexible days of paid leave for employees every year
- Encourage employees to keep their mind open and to contribute their thoughts through our Learning and Developing department think tanks, with recognition and rewards tributed accordingly under our transparent employee-management panel procedures, with the purpose of getting to know what the employees have contributed to our work. Open communication will allow for a detailed analysis of work processes where potential sources for mistakes and errors can be identified at an early stage and can be eliminated with the supporting insight of the employee, without the blame-and-name-game, yet in a constructive cooperation, and environment free from abusive punishment and retaliation.
- Considering the covid situation in China that some employees might not be able to go to the office to work because of lock-down, we adapt the model of hybrid on-sight and remote work mode.

Further to the general incentives, we offer for example to

#### Customer Support:

- bonus for proactive communication with customers
- bonus for active communication with customers
- bonus for having the orders for this product done without complaint
- bonus for quick processing time
- bonus for proactive sales

Production Site:

- bonus for getting the product ready on time, according to the request date given by the customers
- bonus for zero complaint from customer every week, but accumulated on a yearly base
- bonus for low or zero error margin

### **Conclusion & Recommendations**

For this business project, we define the best fit through scientific approach and experience for every position. By applying industry standards, e.g. chamber of commerce qualifications guidelines, university degree, diploma and certificate scopes, as well as National Qualifications Framework unit standards, we are able to make a qualified informed decision on every candidate. When recruiting internally, the candidates are working for the company already. They are known by character, personality and work performance and have proven their competence beyond doubt. When recruiting externally, candidates need to be clear on what they are expected to do and to achieve. For example, the market research specialist needs to know the market and know how to analyze the market successfully in order to predict future trends on short- and long-term range.

The competence map is a tool that is tailor-made for this project and used to clarify and to outline our strategic direction. The process furthermore serves as a technique in a drive to attract and retain the most suitable talent. Based on this experience, the techniques available and described in this project can be easily translated into any other future project.

## References

**All links have been accessed and reconfirmed on 17 June 2022.**

askanydifference.com. (n.d.). Difference Between Competence and Competency. [online] Available at: <https://askanydifference.com/difference-between-competence-and-competency/> [Accessed 18 Jun. 2022].

Dreamstime.com. (2022). [online] Available at: <https://thumbs.dreamstime.com/z/ability-combining-skills-attitude-knowledge-47893627.jpg> [Accessed 28 May 2022].

Dreamstime (n.d.). ability combining skills attitude knowledge. Available at: <https://thumbs.dreamstime.com/z/ability-combining-skills-attitude-knowledge-47893627.jpg> [Accessed 28 May 2022].

Essays, Research Papers and Articles on Business Management. (2020). Competency Mapping: Meaning, Process, Objectives, Methods, Models, Approaches, Benefits. [online] Available at: <https://www.businessmanagementideas.com/human-resource-management-2/competency-mapping/competency-mapping/21555#:~:text=Competency%20mapping%20is%20a%20way%20of%20assessing%20the> [Accessed 17 Jun. 2022].

TheFreeDictionary.com. (2019). attitude. [online] Available at: <https://www.thefreedictionary.com/attitude>.

The Free Dictionary. (n.d.). competence. [online] Available at: <https://www.thefreedictionary.com/competence>.

TheFreeDictionary.com. (2019). development. [online] Available at: <https://www.thefreedictionary.com/development>.

The Free Dictionary. (n.d.). facilitator. [online] Available at: <https://www.thefreedictionary.com/facilitator>.

TheFreeDictionary.com. (2019). knowledge. [online] Available at: <https://www.thefreedictionary.com/knowledge>.

TheFreeDictionary.com. (2019). learning. [online] Available at: <https://www.thefreedictionary.com/learning> [Accessed 24 Sep. 2019].

TheFreeDictionary.com. (2019). Skills. [online] Available at:

<https://www.thefreedictionary.com/Skills>.