

Case 2 - Hiring Process

1. What is the difference between a candidate and an employee?
2. If you have the following information about 2 job offers from different companies (see the table). Based on the Employee Value Proposition concept, which kind of candidates would choose Job A, and which Job B (age, gender, personal interests, etc.) and why?
3. Which company applies **candidate retention** measures better? Why?

	Job A	Job B
✓ Pros	<ul style="list-style-type: none">• Salary above expectations• Job in line with personal values• Career development opportunities• 'Take your dog to work' days	<ul style="list-style-type: none">• Easy commute (15-minute drive)• Great healthcare plan• Free lunch• Retirement plan match
✗ Cons	<ul style="list-style-type: none">• Long commute• Extremely long hours• Less vacation time• No healthcare plan	<ul style="list-style-type: none">• Lack of structure• No advancement opportunities• Bad reputation• Interviewer was extremely rude

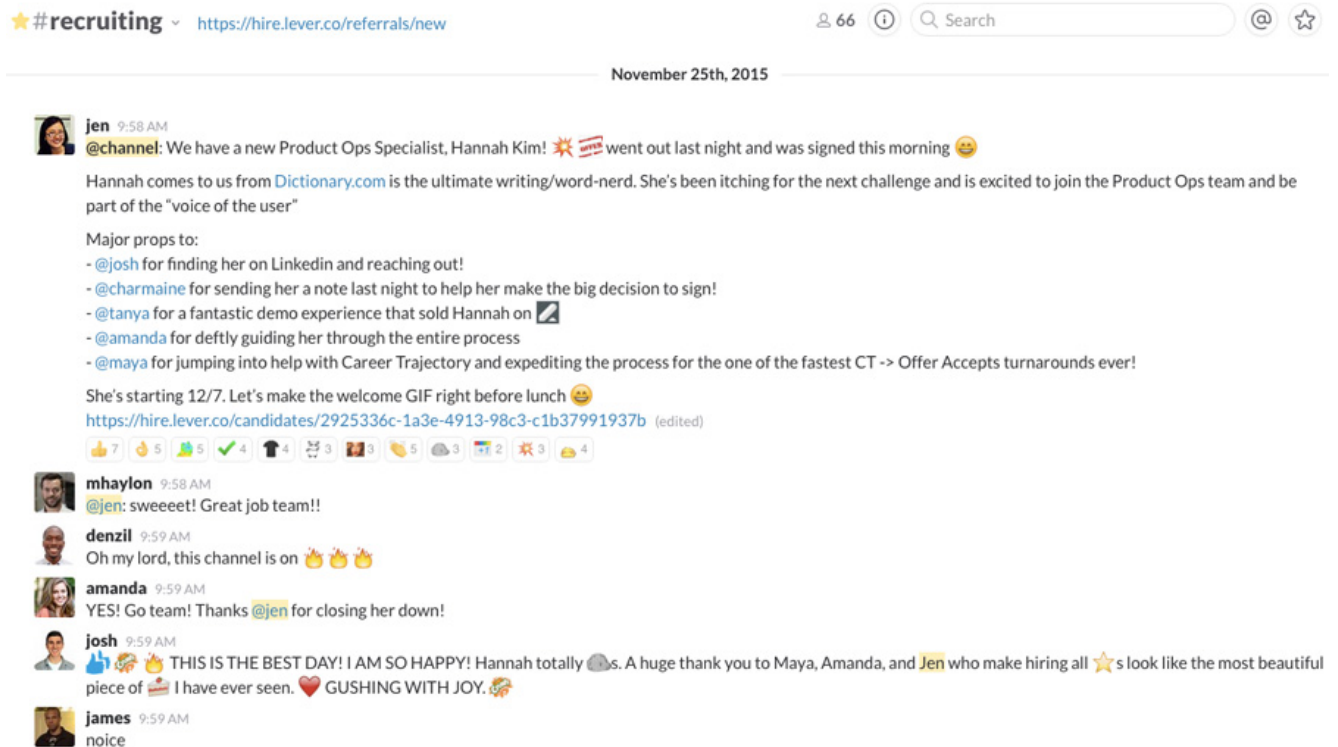
3. Read an example, explain why the company applied for an assessment centre over the interview?

HRM in practice 5.7 The use of assessment centres by easyJet

IDS (2002) notes that as a major airline easyJet is concerned to get it right in recruiting staff, especially pilots, who are one of the company's most expensive resources in terms of salary, training and career development. The assessment centre for pilots was introduced in 1999 and has now been extended to the recruitment of cabin crew and call centre employees. The assessment centre for pilots is particularly demanding, covering 2 days. Potential pilots face a range of challenges which aim to assess aspects such as team-working, ability to cope under pressure, ability to adhere to standards and technical knowledge. Additionally, Captains who attend the assessment centre are also assessed against leadership and decision-making criteria. Day 1 of the assessment centre is largely concerned with a range of tests and activities such as group work, personality tests and interviews. If the applicants successfully get through day 1 they progress to day 2. The second day is a flight simulation exercise which assesses the candidate's basic handling skills, as well as broader aspects such as flight management and crew resource management skills.

Cabin crew undertake a 1 day assessment in which the company evaluates potential employees against a number of competencies, including conscientiousness, sense of urgency, initiative, empathy, self-confidence and enthusiasm. To assess these aspects candidates have an ice breaker and the 'easyJet test'. The test measures things like mathematical ability, knowledge of easyJet and other factors relevant to the job, for example knowledge of foreign currencies.

4. See Example. Figure 1 - Organization of the Onboarding, example. For which company “Defender” or “Prospector” would be more common in this example? And how would act the other strategy company?



5. See examples. Companies may use different **sources** to generate the "pool of candidates". Comment why some examples would be more suitable for the “Defender” and another for the “Prospector”?

For example, *social networks* in order to demonstrate an emphasis on personalization and closer communications with the potential candidates.

<https://www.facebook.com/FourSeasonsJobs>



Figure 2 - Four Seasons example

For example, *LinkedIn* to facilitate the application process for the candidates, make it more professional and provide well-structured job offer descriptions ([7 Tips of writing job offers](#))

The Parisian gaming company, Pretty Simple, has to hire creative artists and designers. When they write job descriptions, they make sure that their style appeals to their target audience. They keep it conversational, light-hearted and highlight the company culture.

Figure 3 - Example of Job Offer

The image shows two side-by-side screenshots of a LinkedIn job offer. The left screenshot shows the 'Summary' tab with the job description. The right screenshot shows the 'Responsibilities' and 'Requirements' sections.

Summary

Description

Posted By
Marion NOEL 2nd
Chargee de Missions RH/ HR Specialist
at Pretty Simple

Pretty Simple is a leading European social gaming company, developing internationally successful games for social and mobile platforms. Based in Paris, our team of talented gaming professionals have published one of the bestselling and highest rated titles in the industry: Criminal Case. Due to virality, it has been played by 250 million people and maintains 10 million daily players across the globe! But we're not just invested in games; we're also invested in people. We know that our overall success is a combined effort, and we therefore strive to provide opportunities for our employees to learn, grow and thrive. Organized extracurricular activities and social outings bring our international team even closer together, making our work environment causal, inviting and inspiring. Who says building a career can't be fun!? If you're looking for an opportunity to express and explore your passion for games, read on! Pretty Simple is looking for a talented 3D artist with strong skills in modeling, texturing, and lighting a diverse range of environments. Superior eye for color and light for both 2D and 3D art is essential.

Responsibilities:

- Modelling realistic 3D environments and textures that will serve as a base for high detailed 2D paintings
- Working with concept artists to quickly create these 3D environments scenes using custom built and library 3D assets

Requirements

- Excellent modeling skill
- Superior eye for light, shade, color and detail in creating texture maps
- Self-motivated and a great team player with a can-do attitude
- Very well organised, autonomous and able to find design solutions
- Strong interest for video games art

Skills and experience

Experience

- Professional experience in modeling, texturing props and environments on 3ds Max, and Photoshop (or equivalent 3D programs)

Pluses:

- Good English language skills (spoken and written)
- Good knowledge of casual games
- Able to work in France (Visas, work permits etc)
- Application in French and English will be accepted

Please note that we will not consider applications without a cover letter and references to Criminal Case and Pretty Simple.

source: <https://business.linkedin.com/talent-solutions/blog/job-descriptions/2016/3-real-life-examples-of-job-descriptions-that-stand-out>

For example, the promo website of British Airlines careers.ba.com to use visual elements in explaining the company's values and improve the image of the employer.

The image shows a screenshot of the British Airways careers website. The header includes the British Airways logo and navigation links: 'Working with us', 'Career areas', and 'Emerging talent'. The main content area is titled 'Discover where you fit in' and features a large image of a smiling man in a British Airways uniform. Below the image, there is a 'Learn more' button and a link to 'Latest Cabin Crew Jobs'.

BRITISH AIRWAYS

Working with us | Career areas | Emerging talent

Discover where you fit in

You'll find a range of different routes into British Airways, whether you're experienced or just starting out. Explore the options and see how you can help to create experiences customers love.

Cabin Crew | Pilots | On the ground | Emerging Talent

If you're a natural with people, it's time to take your talents to the skies. Heathrow, Gatwick or London City Airport are where you could join our Cabin Crew team.

Learn more

Latest Cabin Crew Jobs SEE ALL

Figure 4 - British airways, Example

NOW HIRING

Competitive Pay
Flexible Scheduling
Rewards and Recognition
Tuition Assistance
Career Opportunities

APPLY AT ONE OF THE FOLLOWING LOCATIONS:

- 5935 S. Madison Ave., Indianapolis
- 4044 E. Southport Rd., Indianapolis (Southport and Gray Rd)
- 5416 S. East St. (US 31), Indianapolis
- 4541 S. Emerson Ave., Indianapolis
- 3649 S. Keystone Ave., Indianapolis
- 1197 South Park Dr., Greenwood (Main St. & I-65)
- 2830 S. Madison Ave., Indianapolis
- 2230 S. Sherman Dr., Indianapolis

i'm lovin' it™

Bring the application below with you to apply in person to one of the listed locations.

APPLY TODAY

APPLICATION FOR EMPLOYMENT FOR MCDONALD'S FRANCHISE
This independent McDonald's franchise is an equal opportunity employer committed to a diverse and inclusive workforce.

General Information

Name _____ Date _____
Address _____ Phone _____
Have you ever worked in a McDonald's restaurant? ☐ YES ☐ NO
If so, when and where last employed? _____

Availability Hours Available: MON TUE WED THU FRI SAT SUN

Total hours available per week _____ From _____ To _____

Employment Record (most recent)

Company Name _____ Job Title _____
Name of Supervisor _____ Phone _____
Date Started _____ Date Left _____ Base Salary or Wage \$ _____
Reason for Leaving _____

For example, *banners* or *flyers* as McDonald's offers. Simple for those who search for fast employment.

Figure 5 - McDonald's example

6. Review CV example on Figure 6. For which company's strategy "Prospector" or "Defender" would this candidate suit the most? Why?

Figure 6 - CV Example

JANE SMITH

199 Walnut St., Suite 6
Lockport, NY 14094
11-12-1989
jane.smith@gmail.com
899 399 169

OBJECTIVE
Obtain a IT Specialist position where, i can maximize my skills and development.

EDUCATION
2010 - 2013
Taylor's University
Masters Degree in Graphic Communication Design
2008 - 2010
Western Michigan University
Bachelor of Science in Information Technology
2008 - 2009
Walden University
Bachelor of Science in Web Development

EXPERIENCE
05. 2013 - 06. 2014
Creative Director
Advertising Agency: "Future Look"
06. 2012 - 05. 2013
UI Designer
Web Design Company: "Fresh"
05. 2011 - 05. 2012
Graphic Designer
Web Design Company: "Fresh"

LANGUAGES
English
●●●●●●●●
German
●●●●●●●●

SOFTWARE SKILLS
Microsoft Word
●●●●●●●●
Microsoft Excel
●●●●●●●●
CorelDraw
●●●●●●●●

PERSONALITY
✓ Optimistic
✓ Patient
✓ Communicative
✓ Creative
✓ Exactitude

SKILLS
✓ Knowledge in improving usability of websites.
✓ High knowledge of web technologies HTML, CSS.
✓ Experience in programming android application's.
✓ Supervising advertising campaigns in social media.

TRAINING
Knowledge in improving usability of websites.

HOBBIES
New Technologies Running Photography

I hereby give consent for my personal data included in my application to be processed for the purposes of the recruitment process under the Personal Data Protection Act as of 29 August 1997, consolidated text: Journal of Laws 2002, Item 1382 as amended.