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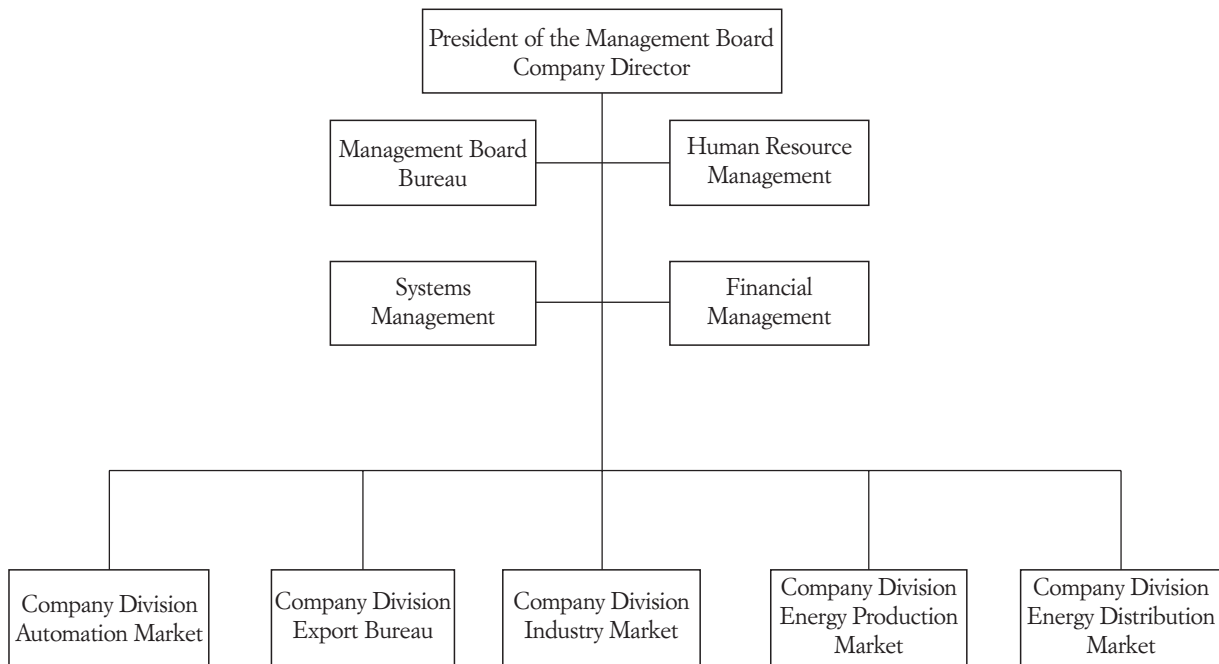
Recruitment and Selection at Elektrobudowa SA

Elektrobudowa SA is a joint stock company listed on the Warsaw Stock Exchange. It has been in existence since 1953. It is a leading contractor in the field of power engineering and a supplier medium and low voltage switching equipment as well as power engineering substations and systems. Elektrobudowa was a party to the building of just about all of Poland's power and combined power and heat generating plants as well as many others throughout the world. Its high quality of products and services is corroborated by its Integrated Management System Certificate confirming compliance with the ISO 9001, ISO 14001, and AQAP-110 standards. The company's potential makes possible the comprehensive execution of projects in the power engineering, chemical, and mining industries as well as construction of public buildings. Elektrobudowa has five autonomous divisions aimed at specific customer groups.

Regardless of economic situation, the success of each and every company or organization is determined by people. The appropriate choice of workers means that many companies achieve continuous and spectacular market success. It is the workers—their creativity, skills, and talents—that are the foundation for a company's success and accomplishments on an ever increasingly competitive market. Awareness of this fact is why Elektrobudowa places so much stress on the process of recruitment and selection. In order to effectively realize it, tasks in human resource management on the company level have been assigned in the following areas:

- The strategic dimension:
 - A defining of psycho-physical requirements and qualifications vital in the long term (competency and qualification standards),
 - The design of the recruitment and selection strategy,

Figure No. 1. Elektrobudowa SA organizational diagram



Source: Own study.

- The tactical dimension:
 - The design of recruitment and selection processes,
 - Validation of selection criteria,
 - Overall supervision over recruitment and selection processes,
- The operational dimension:
 - Collaboration with the president of the management board as well as division directors in the area of recruitment and selection for managerial posts.

The already mentioned multi-divisional nature of Elektrobudowa means that, in addition to the above tasks, there are also some guidelines relating to the recruitment and selection process for the company as a whole. This is mainly the result of the fact that individual company divisions are located in different Polish cities and the process of hiring is more difficult. Thus, the Human Resource Management Department always takes part in recruitment for higher level positions (managers). As to lower level recruitment, the company divisions are autonomous—i.e. the process of hiring workers is conducted by the director of the given division with the assistance of the personnel-administrative director. However, the divisions can always contact the Human Resource Management Department, which is always available to provide council and assistance. Moreover, the Human Resource Management Department supports the divisions by developing tools helping in the conducting of efficient recruitment and selection processes such as the “Guide to the Recruitment and Selection Process at Elektrobudowa SA” [*in Polish*].

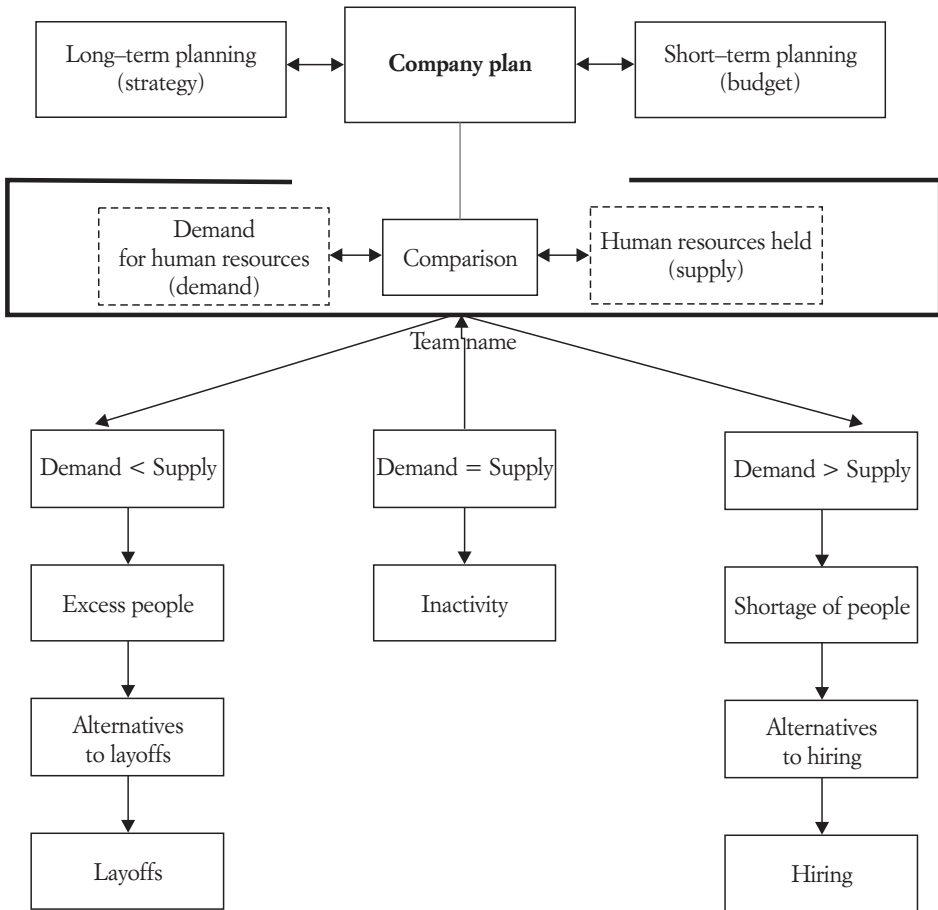
The process of hiring personnel at Elektrobudowa SA consists of the following phases:

- Diagnosis of personnel needs as well as a job position description,
- Developing an ideal candidate profile,
- Seeking out potential candidates (internal and external markets), and
- Candidate selection.

Diagnosis of Personnel Needs as well as the Job Position Description

The general objective of the diagnosis of personnel needs at Elektrobudowa SA is the identification of future staffing needs in the company and the preparing of programs whose implementation should guaranty the elimination of differences between the desirable and the existing states. What is done during the personnel diagnosis state is the establishing of what position or positions should be filled in order to guaranty the proper functioning of Elektrobudowa. It is to this end that such matters as the tasks of the newly employed person, time needed to perform the tasks, possible forms of employment facilitating task completion, the costs of the functioning of the job position, and costs linked

Figure No. 2. The human resource management planning process in the company



Source: On the basis of Pawlak, 2003.

with the conducting of the recruitment process are considered. The outcome of these analyses determine if the creation of a new job position will be necessary or if the defined tasks can be performed by workers already employed in the company.

If a decision is taken confirming the need for recruitment, then the next step is the modifying of the job position description or the development of a new one as well as the selection of one of two recruitment strategies or their application in parallel. (Company strategy states that internal recruitment is always first. It is only in the event of a lack of an appropriate candidate within the company that external recruitment is conducted.)

The job position description is the basic tool making possible the conducting of an efficient and effective personnel policy at Elektrobudowa. It makes possible the precise

Figure No. 3. Elektrobudowa SA job position description form

ELEKTROBUDOWA SA

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Job Position Description Form	
Organizational unit:	
Job position name:	
Subject to:	
<i>Name of the job position of the direct superior.</i>	
Substantively subordinate to:	
<i>Name of the job position of the substantive and functional superior.</i>	
Employee subordinates:	
<i>Name/names of job positions directly subject to the worker.</i>	
Employment Objective – Job Position Mission	
Scope of Responsibilities	
a) Area of responsibility	b) Criteria for assessment
Decision taking	
The employee has the right to take decisions in the following matters:	Decision level R – Recommending O – Final

Education documented by certificate/diploma:	
Additional courses and training:	
Desirable professional experience:	
Familiarity with foreign languages, expected level of proficiency:	
Special skills:	
Employment Terms	
Frequency of business trips	
Work place, location	
Other employment terms	
Comments	

Source: Own studies.

defining of knowledge and competencies that should be held by a worker at the given post. It is for this reasons that if a decision is taken to conduct recruitment, the Human Resource Management Department develops a description of the job position that includes information regarding the position name, its place within the organizational structure, the purpose of the position, its tasks and obligations, and working conditions.

Developing an Ideal Candidate Profile

The next step in preparing for recruitment is the development of an ideal candidate profile on the basis of the job position description. A profile of an ideal candidate should include elements as presented below:

Table No. 1. Profile of an ideal candidate

CANDIDATE PROFILE
<p>Education</p> <ul style="list-style-type: none"> – Level, e.g. college, high school – Major, e.g. accounting – Specialization, e.g. finance, marketing, electro–technology
<p>Professional Experience</p> <ul style="list-style-type: none"> – Positions held, e.g. laborer, specialist, manager, director – Industry, e.g. construction, electrical – Time, e.g. minimum three years experience

Competencies

- Specialized knowledge, e.g. knowledge in the area of marketing studies, knowledge in the field of tax law
- Skills, e.g. ability to prepare financial reports, ability to administer LAN in the production plant, ability to develop sales plans, ability to communicate verbally and in writing in a foreign language
- Talents, e.g. ease of communications, ability to think analytically, independence and work organization skills, flexibility
- Foreign languages (what languages and to what extent), e.g. advanced, basic
- Driver's license
- Automobile
- Computer operation (familiarity with software), e.g. very good computer skills in the MS Office package (Word, Excel, Power Point)
- Other

Licenses, Certificates, Training

- Licenses, e.g. construction, SEP (Association of Polish Electricians)
- Certificates, e.g. FCE (First Certificate in English), LCCI (London Chamber of Commerce and Industry), in-house auditor
- Training, e.g. BHP (occupational health and safety)

Special Requirements

- Other requirements that stem from the organizational specifics and culture of the company

Source: Own studies.

The recruitment process may be commenced after developing the ideal candidate profile.

Recruitment

Recruitment is the process of seeking out and attracting a sufficient number of candidates to facilitate identification of the best choice by way of selection.

The need for recruitment of a candidate is forwarded by an Elektrobudowa division by electronic mail or telephone to the Human Resource Management Department. The company uses two recruitment sources—the internal and external labor markets. The first is made up of people already employed by the company. The pool of candidates encompasses those who hope to advance or change their job position. However, it should be stressed that such recruitment is only possible if currently held human resources make this possible—i.e. when the company has excess manpower or when it can allot job positions by way of in-house shifts. The external labor market consists of people who are not employed by the company. The decision as to whether recruitment will be internal or external is taken by the Human Resources Department following analysis of the pros and cons of the two sources of recruitment.

Table No. 2. Pros and cons of individual recruitment sources

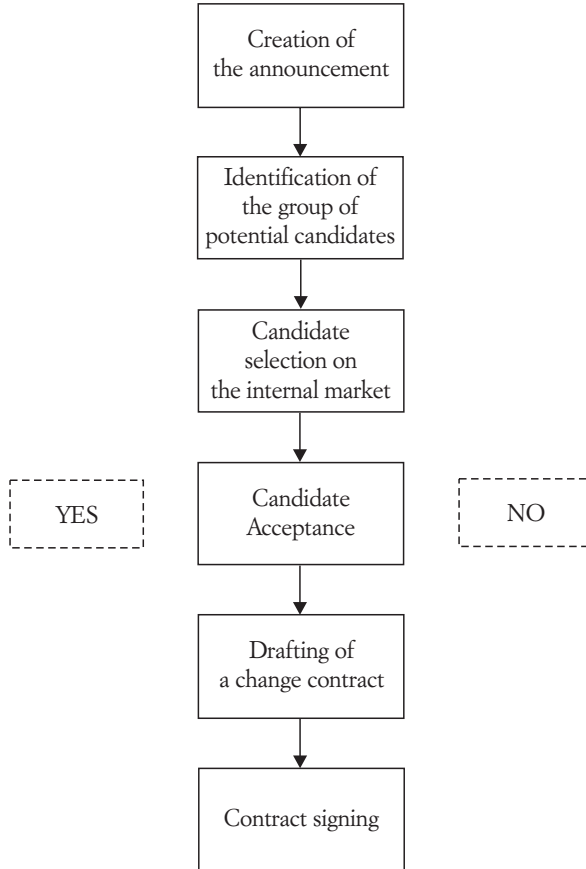
Recruitment Source	Pros	Cons
Internal	<ul style="list-style-type: none"> – Low hiring costs – Opening up possibilities for advance – Supportive influence on workers – Quick takeover of the position – Short period of introduction to tasks – Candidate's familiarity with the company 	<ul style="list-style-type: none"> – Training costs – Limited selection possibilities – Low prestige in the event of advance – Envy in interpersonal relations – Need to fill in a vacancy – Trouble with implementing innovation due to habits and personal links
External	<ul style="list-style-type: none"> – Significant selection possibilities – Absence of any complications with negative impact in informal relations – Significant potential in attracting a worker with a new view of company matters 	<ul style="list-style-type: none"> – High recruitment costs – Difficulties in identifying qualifications and therefore greater risk of costs and errors in selection – Time-consuming filling of positions – Additional burden on the workplace during the adaptive period of the new employee – Lack of familiarity with the workplace, need for introduction to the position and to tasks

Based on: Sekuła, 1999.

In the event of internal recruitment, the Human Resource Management Department staff member responsible for recruitment, in collaboration with the administrative–personnel manager of the given division, draws up an announcement. The announcement is subsequently forwarded to the administrative–personnel managers of the individual divisions who, in their turn, send it to the division and contract managers. The collected candidatures—feedback—are sent back to the Human Resource Management Department staff member responsible for recruitment, who then gathers together the candidatures coming in from the specific markets. Following preliminary selection they are forwarded to the interested division. The interested division makes the final selection of candidate and accepts the selected candidate for the defined job position. An employment contract is subsequently created (mutual agreement) for the candidate and is forwarded to the division director or HRM director. The approved contract is signed by the employee.

External recruitment is piloted by the Human Resource Management Department in collaboration with the person responsible for the recruitment project on the basis of an application approved by the division. The Human Resource Management Department,

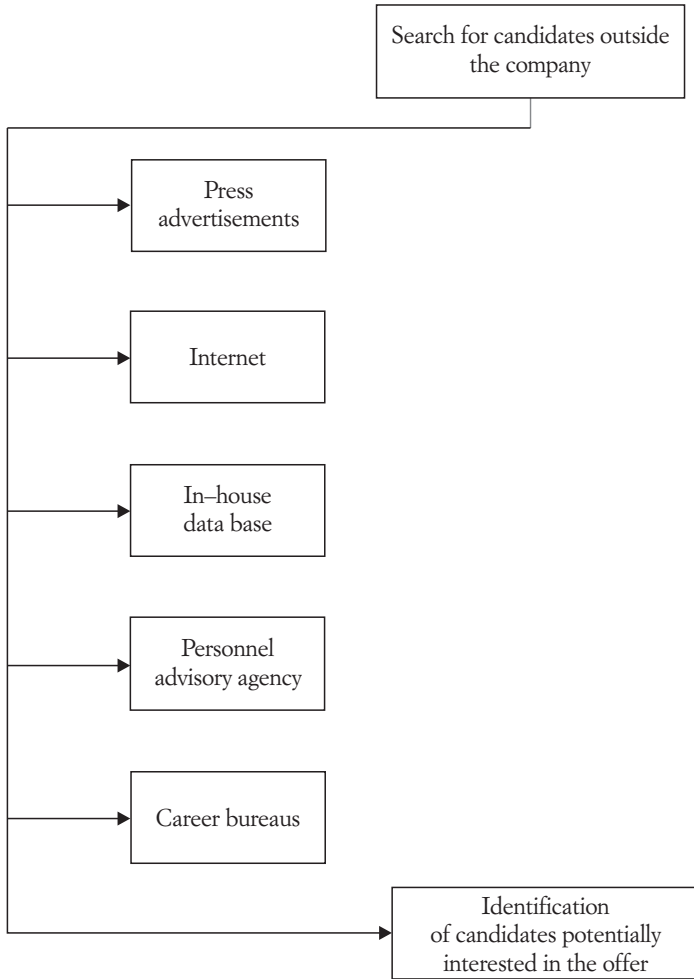
Figure No. 4. The internal recruitment process at Elektrobudowa SA



Source: Own studies.

in collaboration with the interested division, undertakes the decision as to methods of searching for a candidate. Various forms of recruitment are used at Elektrobudowa. The most frequent ones are the in-house data base (applications of valuable candidates rejected during previous recruitment efforts), press advertisements as well as on the web pages of Elektrobudowa, announcements at college career bureaus, and recruitment through personnel advisory companies.

Figure No. 5. The external recruitment process at Elektrobudowa SA



Source: Own studies.

Candidate Selection

The first phase in selection at Elektrobudowa is analysis of the resume (CV) and motivational letter delivered by the candidates for the given job position. The candidate's education, experience, and professional career are taken into account in analyzing the supplied documents.

Table No. 3. Resume analysis

Information Type Personnel Data	Description Basic Information about the Candidate
Education – School or college name – Date of completion – Major – Specialization Professional degree awarded	Significant information is received by asking about: – Level, educational major, specialty, – Type of school and type of studies (fulltime or extramural) Any breaks in education should be noted.
Additional Education – Name of classes, training course, studies – Institution / college – Concluding examinations, if any	In this case, attention should be paid to the renown of the educational institution, length of the course, and if it is concluded with an examination. Many courses do not verify the knowledge gained by attendees. Worth noting is if the given person continues his or her education and raises qualifications (a development orientation) or if the courses are sporadic in nature.
Employment History – Company name – Duration of employment – Position	Attention should primarily be called to the duration and continuity of employment. The size of the company, industry, and object of operations of the company where the candidate was employed are also of significance. The following professional career tendencies are also important: growth, stagnation, decline, direction, rate of change. Special attention should be paid to any brief periods of employment or very frequent changes, which must be explained.
Additional Skills and Licenses – Computer use – Driver's license – Professional licenses (SEP, construction) – Foreign language proficiency	As is the case in education and employment, information regarding additional skills is only declaratory on the part of the candidate. It must be remembered that this information should be verified in due course. This also applies to proficiency in foreign languages. For lack of uniform assessment criteria, self-evaluation in this area may, at times, diverge significantly from reality.
Interests	Information in this area usually has minimal utility. It is for this reason that many candidates bypass this section. Worth noting are interests actually pursued (sport, competition participation, membership in associations, etc.). Such significant data about the candidate and his or her needs and preferences are useful in starting and maintaining the qualifying talk.

Source: Own studies.

After analyzing all the applications submitted by candidates, the Human Resource Management Department staff member and the personnel-administrative manager select candidates who are to be invited for qualifying talks. The interview may be conducted in several ways. Selection of the appropriate one is dependent on the objective that is to be attained. Usually, a preliminary interview (qualifying talk) and a detailed talk are conducted at Elektrobudowa. The preliminary interview is conducted by a Human Resource Management Department staff member and the division manager. The interview is intended to familiarize the candidate with the company and provide an initial identification of the candidate's personality traits as well as to cull more information about him or her through personal contact. In the event of a positive assessment, the candidate is invited to a successive meeting. The detailed interview is conducted by a Human Resource Management Department staff member or the HRM director and the division manager. Its aim is to fill in information blanks in the candidate's personal documents, to get to know the candidate better as a person and a potential worker in terms of company expectations through analysis of statements, behavior, what is his or her motivation to work, and value system. In the case of recruitment, many positions also need to check a candidate's professionalism and knowledge related to his or her potential future area of operation.

Three situations may occur during the process of assessing the usefulness of a candidate for a given position:

1. The candidate's qualifications = expectations and needs
2. The candidate's qualifications > expectations and needs
3. The candidate's qualifications < expectations and needs

In the first case, the decision to approve the candidate is not a difficult one and is taken by the division director. In the second case the candidate is "too good." There exists a danger that the offered job will not be in line with the candidate's capabilities and that the proposed remuneration may not meet expectations. It is very possible that such a person will leave the company within a short period of time. A negative decision is usually taken in such cases. The third situation is not as univocal and the previous two. Although true that the candidate does not meet all requirements—e.g. regarding education or professional experience—but he or she may hold other valuable qualities—e.g. proficiency in foreign languages, etc. In such a case, the employment of the candidate is considered, but it must be remembered that there will be a need to conduct necessary training.

Careful hiring of employees is a key to success. It is a properly conducted recruitment and selection process that determines the human potential at the disposal of the company as well as how it can be improved and developed, and how work efficiency and interpersonal relations can gain [Jamka, 2001]. This is often forgotten in concentrating attention on costs, sales strategies, and profits. However, no company will be profitable if obliga-

tions and responsibility are not delegated to properly selected employees. This fact is why Elektrobudowa attaches so much weight to the proper conducting of the recruitment and selection process.

It is only just recently that the process of hiring employees has received a continuous character at Elektrobudowa. A total of 220 new workers were employed in 2005 (Table No. 4). This bears witness to the very rapid development of the company. At the same time, being aware of the fact that human resources are critical, the recruitment and selection system has been prepared so attracted workers help in increasing the company's competitive advantage.

Table No. 4. Number of persons employed by Elektrobudowa in 2005

Division Name	White-collar Workers	Blue-collar Workers
Company Bureau	0	0
Industry Market	36	23
Energy Distribution Market	12	125
Energy Production Market	11	6
Automation Market	7	0
Sub-total	66	154
Total	220	

Source: Own study.

Literature

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Sekula Z. (1999), *Controlling personalny. Istota i przedmiot controllingu personalnego* [Personnel controlling: The essence and object of personnel controlling], Part I, Tonik, Bydgoszcz.

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Barbara Rehlich and Joanna Pawtel are responsible for the performance of the human resource management process at Elektrobudowa SA, specifically the process of worker recruitment and selection. They are directly subordinate to the director for human resource management.