

# RECRUITMENT

With fluctuating global economies, ever-evolving technologies and a steady shift towards a younger working population in most economies globally—companies are beginning to discover that traditional hiring strategies are rapidly becoming ineffective.

Today's candidates are not only more mobile than in previous generations—looking for opportunities to develop their careers across the globe—they are also more selective about organisations they wish to work for. As a consequence, HR must now work harder and smarter than ever before in order to recruit key talent.

In this chapter we explore the key recruitment trends and offer tips on strategies that organisations can adopt to identify and attract the best candidates—both via in-house recruitment and via outsourcing. We also share success stories from in-house recruiters in regional and multinational organisations.



*“They are to be treated as workers hired from year to year; you must see to it that those to whom they owe service do not rule over them ruthlessly.”*

*Leviticus 25:53*



# EMPLOYEE SERVICES

Janet Bibi Ferriera, Director of HR & Administration at Baker Tilly, Hong Kong, speaking at a recent HR Magazine Conference noted, “80% or more [of employees] relate C&B to the dollar sign.”

Remuneration remains a top priority in the employee lifecycle: impacting hiring, retaining and managing as much as ever before. Salary continues to be a key factor in global employment, yet is far from the be-all-and-end-all of C&B. Non-monetary strategies are gaining popularity and employers can no longer expect to satisfy their workforce and best performers without constantly evolving C&B packages whilst keeping a mindful eye over their shoulders for talent poachers.

In this chapter we share recent pay trends and strategies for managing both permanent and contingent workforces. We’ve also cherry-picked the best C&B advice from HR figureheads who spoke at HR Magazine’s two recent C&B focused conferences.



*“They did not require an accounting from those to whom they gave the money to pay the workers, because they acted with complete honesty.”*

*2 Kings 12:15*



# LEGAL

This chapter provides practical HR advice on the Minimum Wage Ordinance and guidance on hiring and firing in China. We look at the impact on HR in cases where good-conduct guidelines are violated and share an extract from the *Toolkit on Directors' Ethics* produced by the ICAC in Hong Kong. We conclude with a recap of best practices imparted at HR Magazine's quarterly conference on how to ensure compliance within your organisation—sharing advice from Fubon Bank, Pfizer Corporation and Wharf T&T.

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*“Do not defraud or rob your neighbour. Do not hold back the wages of a hired worker overnight.”*

*Leviticus 19:12-14*



# RETENTION

In an age when employees are skipping to the next job opportunity sooner than ever before and up-and-coming nations poach industry experts to bolster their emerging industries, there has never been a more pressing time to talk about talent retention strategies. Beyond the pay packet, employees are on the look-out for employers that recognise how their needs have changed from those of the previous generation and who are happy to provide flexible work arrangements to suit them.

Today's employees know more about their own and their company's impact upon the environment and wider population and as such the importance of CSR has increased exponentially. The future remains filled with uncertainty: medical provisions continue to be high on the agenda; inclusion has moved from being a consideration to a necessity; and pensions have also become a priority.

This chapter explores the ways in which employers are responding to their workforce's demands for change, promoting a better work-life balance and completely remodelling the traditional working landscape.



*"I will not leave you until I have done what I have promised you."*

*Genesis 28:15*



# LEARNING AND DEVELOPMENT

In today's culturally diverse and technology-driven business environment, designing and deploying effective and engaging talent development programmes presents unique challenges for HR.

In this chapter we reveal key regional and global trends in the L&D sphere. We share advice from the region's HR thought leaders on how to design an effective, innovative and—above all—engaging, learning and development framework. We also offer insight into what HR can do to create and propagate good leadership.

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*"How did this man get such learning without having been taught?"*

*John 7:15*



# PERFORMANCE MANAGEMENT

From coaching to collaboration this chapter considers a spectrum of methods of managing performance from the traditional to the unconventional. We deliver leadership lessons that go beyond the office environment and share exclusive HR doctrines from business guru Stephen M Covey on the power of trust in the workplace.

We analyse annual appraisals, sophisticated benchmarking methodology and proven psychometrics. In addition we highlight real-world case studies to help uncover the more subtle influences of environment, ethos and enthusiasm on the effectiveness of long-term HR strategies.

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*“Appoint someone over this community to go out and come in before them, one who will lead them out and bring them in, so the people will not be like sheep without a shepherd.”*

*Numbers 27:16-17*



# STRATEGIC HR & TRANSITIONS

This chapter looks at why today's HR has, more than ever, to stand up and be heard by the Board. We explore the best ways of achieving this with practical tips to better align people strategies with those of the business.

HR has worn many caps over the last few decades: personnel management, human resources, human capital, strategic human resources, people specialists—the list goes on. The point is not so much about the name, but more about the function. What was once considered a back-office function, mainly responsible for employee administration, is gradually being given the respect it deserves as a critical business partner and key driver of revenue. As such, more and more HR directors are now seriously talking to the C-suite and being given a seat on the Board.

We look at organisations that have taken a truly strategic approach to HR, including Ogilvy, HKBN and Morgan Stanley, and share their insight into why it is essential for HR to 'hard sell' to the C-suite. We also look at embracing accidents and how HR can use them to add millions of dollars to the bottom line.



*“Devise your strategy, but it will be thwarted; propose your plan, but it will not stand.”*

*Isaiah 8:10*



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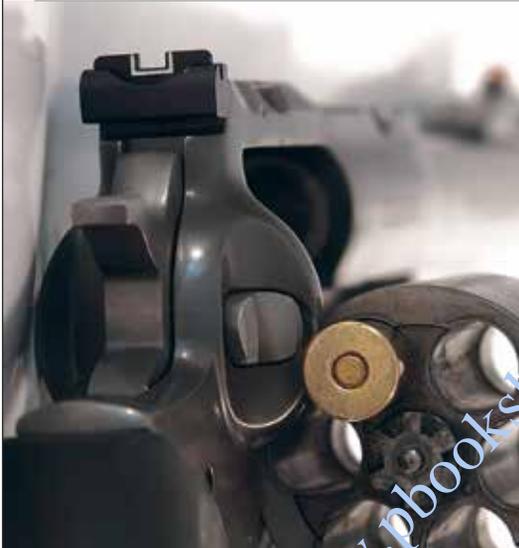
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# No more Russian roulette recruiting

By John Putzier, M.S., SPHR, President of FirStep, Inc.



## Did you know...

- 95% of applicants exaggerate their credentials to get a job?
- 2/3 of new hires are a disappointment in the first year?
- 2/3 of employees would rather work somewhere else?
- The average cost of recruiting, selecting, orienting and training a HKD 26,000/month employee is HKD 390,000?
- A 1% reduction in employee turnover for a 100 employee organisation yields HKD 390,000?
- And most importantly, that 80% of employee turnover is avoidable?

## Fixing people problems

There are only three places in the employment cycle where HR can fix people problems.

1. Selection (prevention)
2. Training (correction)
3. Replacing (termination)

**Q: Which one do you think has the most potential for improvement and highest return on investment?**

**A: Selection**

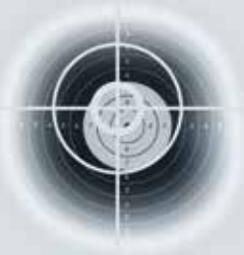
**Q: But where do we throw most of our time, money and effort?**

**A: Trying to change the person, via training, after we hire them and, more often than not, eventually losing and replacing them anyway.**

If you hire misfits, and train them, all you end up with is a bunch of trained misfits. You cannot teach a pig to sing and you cannot teach a rock to swim, but you can find out who the pigs and the rocks are before you hire them.

## Tired of playing Russian roulette-recruiting?

Most organisations rely almost exclusively on resumes, applications and interviews to make their hiring decisions. Given the facts, we would have the same success, or failure, rate by just flipping a coin. The candidate crafts the resume. The candidate fakes the interview. The candidate provides the references. Where do you take control of the process?



A lot has changed in the world of employment screening and selection, but relatively few employers have updated or enhanced their toolkits. We spend more time and effort researching the purchase of a copying machine than the people we hire. With today's technology, it is not only easy, but also inexpensive to look under the hood of our job candidates. Would you spend USD 100 to take control of the screening and selection process? Would you spend USD 100 to stop the revolving door of hiring and firing, to increase productivity, to increase customer satisfaction, to increase retention?

Believe it or not, with today's sophisticated, web-based instruments and tools, that's about all it costs to screen for the basic, but most important success factors. Some of the best-known companies in America: Disney, Nordstrom, Ritz-Carlton and Southwest Airlines have known for years that the most important predictor of job success is not degrees, not experience, not even training—it's job-person match. These companies share philosophies such as:

- Hire hard, manage easy
- Hire slow, fire fast
- Hire for style, train for skills

You can train someone on your company's processes, policies and procedures, but you cannot train someone to change their personality. You cannot train someone to enjoy solving people problems. You can't train someone to be customer-focused. How many times have you heard a job applicant say, "I love to work with people", then you put them on the job and find out they are Attila the Hun—no eye contact, no warmth and no empathy.

The most important success factors cannot be determined from a resume, an interview or even a reference check. But now they can be measured with proven, valid, reliable and legally defensible instruments. With today's technology and tools, anyone can easily and inexpensively identify the ideal profile for any job, then screen candidates based on that profile. It is not only legal—it is smart. For example, one of the systems uses a Role Behaviour Analysis (RBA) tool that asks you to force rank a series of questions about a job, such as how important is it for this person to:

- Choose carefully among alternatives before acting?
- Interact frequently with new people?
- Stay at the same physical location most of the time?
- Make unpopular decisions to complete a task or activity?

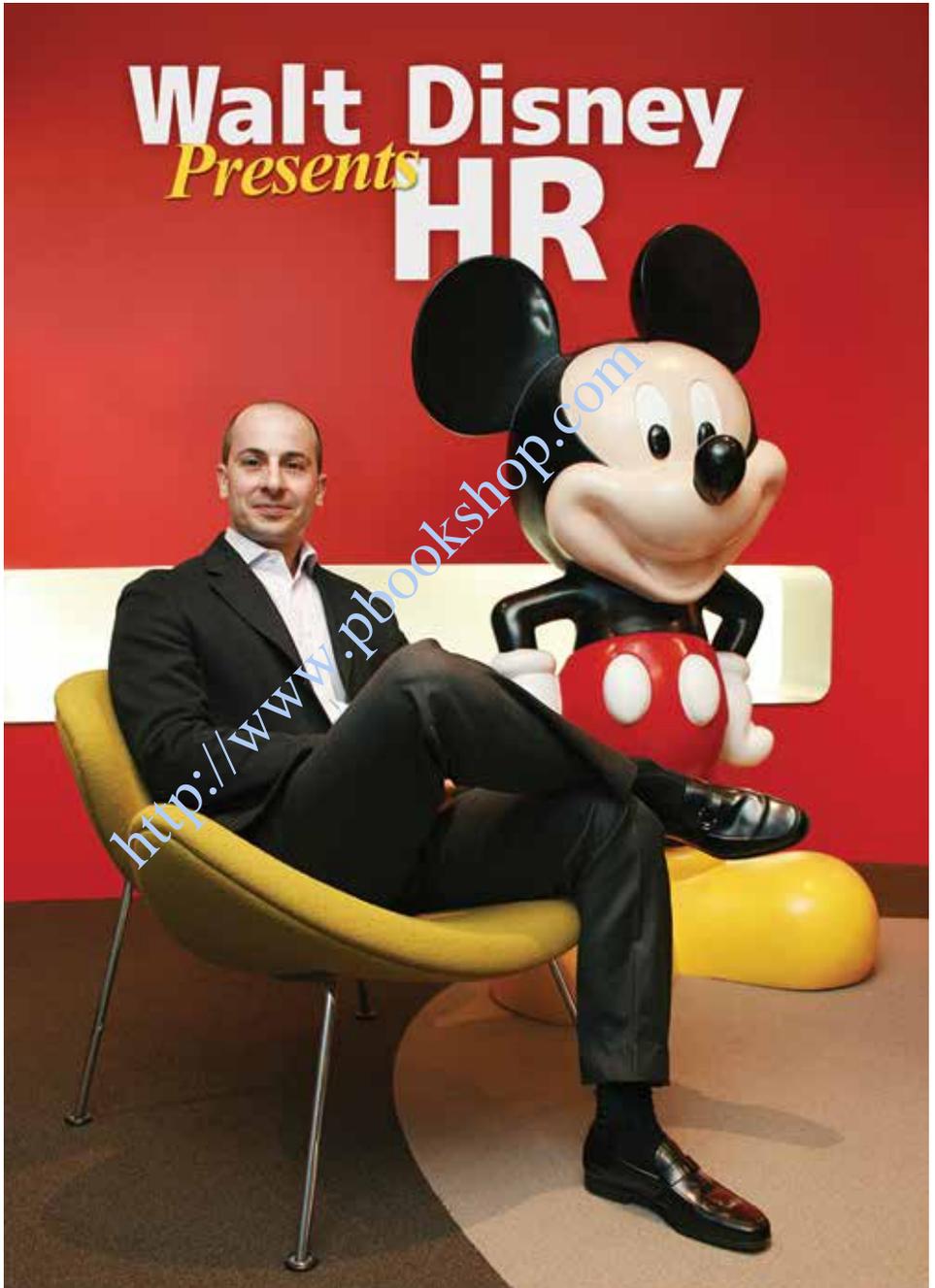
Then your candidates complete a questionnaire, either online or in your office that identifies their behavioural tendencies, traits, strengths and weaknesses in areas such as problem-solving, communicating, conflict-resolution and customer service.

The computer then compares the job profile to the candidate profile and tells you exactly how closely their traits match the traits required of the job. It even gives you sample interview questions to zero in on areas of concern.

Now you have control. Another advantage of this process is that you only have to profile the position once. Unless the job changes dramatically, its profile does not change, so you just store it in your computer and merely compare it to future candidates' profiles. It is a little more work than flipping a coin, but look how much time and money we waste playing recruiting roulette.

Today, there is no reason to hire misfits and continuing to do so is a disservice to everyone. The employee loses, the customer loses and so does the organisation. So stop the roulette wheel, put away your coin and prepare to build a high-performance organisation.

*HR Magazine also interviewed Jim Lygopoulos, VP–Human Resources, Asia Pacific for The Walt Disney Company to discover what they do to keep all cast on the same page of the HR storybook*



*Jim, Lygopoulos, VP–Human Resources, Asia Pacific, The Walt Disney Company*

Disney has also built very specific metrics for short and long-term programme delivery and awareness of satisfaction and specific impact and outcomes, and in doing so have been able to identify areas for improvement such as paternity leave.

Lygopolous states, “With a comprehensive health and wellness strategy in place this improves productivity, profitability and attractiveness.”

### How would you describe Disney’s organisational culture?

The Walt Disney Company has had a rich heritage steeped in creativity, innovation, trust, decency, optimism and quality. Our organisational culture reflects this—we live it, breathe it and it is fundamental in all aspects of our cast members’ working lives.

Every aspect of our culture resonates with our core values. While we emphasise our strong links with our heritage, we also acknowledge that as a family entertainment company, our organisation is constantly evolving.

Our diversified business allows for numerous opportunities, which champion innovation and push the boundaries of technology and industry firsts.

“ To maintain a healthy, engaged, and productive workforce by building awareness and enabling employees to make informed decisions. ”

These inherent cultural values permeate right through our high quality leadership and management and are strongly reinforced through our communications to our wider cast members.

### What approach do you take to tackle the challenge of communicating with such a large and diverse workforce?

Communication is a priority and a key strategy for us at Disney. We do manage a large international business and our success in driving effective communication is done on a number of different levels. Some examples of this include directly through global bi-weekly newsletters, email updates, town hall meetings and executive updates.

The key to our success in wide scale and effective communications is that we heavily empower our leadership at all levels to collaborate and share—we encourage our leadership at all levels to communicate to their teams and cast members consistently and in a transparent manner.

We have implemented several tools through various technology platforms to help us manage effective and fast communications such as video conferencing, instant messaging and international online share point hubs which are online tools for cast members who can quickly and effectively share information.

### Does Disney apply different approaches in managing staff in Asia, Europe & the US?

Not in terms of our core values and overall approach, although our business structures and operating environments vary and may be locally and culturally unique. We have some web-based tools providing leaders who manage remote or global teams with learning opportunities and access to extensive knowledge on how to conduct business and manage people effectively from countries around the world.

### What should HR focus on to be a more effective business partner?

From my personal point of view, I would say the top three key points would be: Try to build a clearer line of sight between HR and the end customer or consumer. Tie everything that you do in HR to the question, “Why are we doing this and what value will it deliver to the