

Re-engineering the Recruitment Process in Al Beyda Municipality in Yamen: a case Study

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Abstract

Al Beyda Municipality is an old governmental department in Al Beyda City, which is part of the Republic of Yamen. It was noticed that this department still follows the old way in hiring its employees, which based on the social relationship without looking at the applicants qualifications and experience. What supports this point is that 65 % of the employees in Al Beyda Municipality continue their higher education; this indicates the ineffective recruitment process, which needs to be re-engineered.

This paper presents a study, which has been written to re-engineer the recruitment process in Al Beyda Municipality. A questionnaire has been designed to be conducted to 30 employees in Al Beyda Municipality from different departments. The questionnaires were distributed to all employees at the municipality. SPSS was used to analyze the data.

This study has developed based on the hypotheses and the analyzed data that provide us with results which shows a high importance to re-engineer the recruitment process in Al Beyda Municipality.

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I. Introduction

According to Edwin B. Flippo, "Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization". The recruitment and selection is the major function of the human resource department and it includes a systematic procedure from sourcing the candidates to arranging the interviews followed by getting approval to hire and ending by preparing the letter of offer.

Al Beyda Municipality has the option of choosing the candidates for its vacancies from two kinds of sources: Internal and External sources. However, it has never use the internal source by transferring the qualified employees from one section to another, which can be useful by exhaust from the expert people who are working in the municipality for a long time.

We have discovered, from this research, four main forces that affecting recruitment function of the municipality and they will be explained briefly later on in this paper.

Significance

This research is significant considering that the rate of unemployment in Yamen has increased few years ago due to escalating the number of graduated students at the same time rising in the number of population in Yamen. There are very limited studies that have been conducted about re-engineering the recruitment process in Yamen.

This could be a take-off for academic and non-academic institutions to commence an in-depth research on the subject issue. This may equally serve as a preliminary document for the organization itself in coming up with sound policy recommendations, reforms, or formulations.

This research shall serve as a tool for the public to at least be aware of the issue that has confronted the followed recruitment process in Al Beyda Municipality and how it is necessary needs to be changed or re-designed.

Hypotheses

Ha: Recruitment Process in Al Beyda Municipality can be re-engineered and get faster

Ho: Recruitment Process in Al Beyda Municipality cannot be re-engineered and will remain slow.

Scope and Limitation

The research aims to produce a substantial assessment of the key issues and problems of the existing recruitment process being followed concerning the desires of re-designing the process and set out a vital strategy to be pursued, although it is not that conclusive.

Aside from the above-mentioned, the following are limitations on this subject:

1. This research is only focused on how to re-engineering the recruitment process in Al Beyda Municipality
2. This will not include any other process being performed in the department of Human Resources, even though Recruitment Process considers as a part of HR responsibility.
3. The findings and conclusions are not that conclusive considering the number of sample, which was taken by calculating (0=0.05%) of the number of employees in the whole organization, therefore, it cannot make a sample that would be a representative for the whole Municipality community.

Current Recruitment Framework in Al Beyda Municipality

Al Beyda Municipality does not currently have a clearly defined recruitment system that supposes to be used during the different stages in the recruitment process. It has been recognized that they do follow a very complicated method in accepting the applications and without looking at their vacancies.

As a personal experience that I would like to refer to is that they do take the application form and give you back a small token that include your application number, without asking about your qualifications. This moment, I have asked the employee who works in the recruitment section,

Me: “Excuse Me!

Him: Yes.

Me: Shall I write my qualifications and years of experience?

Him: No, you do not have to do that, because if the head of the department you apply for, do know you personally, then you will be hired.

I was shocked, I felt all my previous years of studies and working hard to collect a good GPA is gone with the wind!! I quickly asked him again,

Me: “What if I don’t know anyone here?”

He answered me with careless voice: “Then you will not be hired”.

This minute only, I have realized that the need for re-engineering the recruitment process is not only necessary but it is one of the indispensable action that were supposed to take place immediately.

II. Research Methodology

The methodology used in coming up with this research is to focus on a designed questionnaire that include different sets of statements using Likert 1-5 scale (Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree), also some of the questions have Yes or No options. To answer likewise, I have set an open-end question to be answered by those who want to write more. The statements were examined to the extent the municipality recruitment process is checked out and needs to be re-engineered. Additionally, a high percentage of the respondents have the intent to go for Electronic Recruitment.

The basic software that has been used to analyze the data is Statistical Package for Social Sciences (SPSS) and all of those inputs have been transferred to excel in order to get the designed charts and diagrams.

The fundamental descriptive statistical calculations include:

- Mode
- Median
- Mean (Average)
- Standard Deviation
- Regression
- Frequencies
- Chi-Square

These statistical computations has been shows in charts and diagrams below, however there are other diagrams which shows the results of the needs to re-engineer the recruitment procedure.

III. Analyzing the Results

According to the year of experience, age and degree of education, the following statistical computations are shown in Table 1.

Descriptive Statistics- Table 1					
Criteria/Desc. Stat.	N	Minimum	Maximum	Mean	Std. Deviation
Age	30	2.00	4.00	2.4333	.56832
Years of Expe.	30	1.00	4.00	2.4333	.89763
Level of Edu.	30	1.00	3.00	1.3333	.60648
Valid N (listwise)	30				

It should be noted that most of the respondents have a positive interaction with the questions, which means they really do need to change the old recruitment procedures, make a new evolution by designing a new recruitment methods, and implement an effective system that serve the whole community fairly without any differences.

From the above results the reader can notice that still there are some employees who carry their high school certificate and their years of experience in a good way, which means they do never develop themselves even after all of these years of experience.

However, this indicates to the careless Human Resources Department, who never encourage them, to get a higher educational degree. Most of them do carry International Computer Driving License (ICDL), but never improve their way because the HRM delayed the recruitment process and never went beyond the expectation of their management.

Having all of these years of experience with Emiratis is one of the vital governmental department, in Abu Dhabi, creates a big challenge to produce an excellent outcome if they would just to expand their knowledge and enrich their educational experience and background. In addition, it was noted that most of the employees have agreed for the Electronic Recruitment, due to the unfair procedure that they had faced.

Based on the data of conducting the Chi-Square on the Years of Experience and the- Level of Education the results are shown on table 1, table 2, and table 3:

Chi-Square based on Educational Degree- Table 2			
	Observed N	Expected N	Residual
High School	5	7.5	-2.5
Diploma	10	7.5	2.5
Bachelor Degree	12	7.5	4.5
Master Degree	3	7.5	-4.5
Total	30		

Chi-Square based on Years of Experience- Table 3			
	Observed N	Expected N	Residual
1-5	22	10.0	12.0
6-10	6	10.0	-4.0
11-15	2	10.0	-8.0
Total	30		

Chi-Square Results- Table 4		
	Educational Degree	Years of Experience
Chi-Square	27.067 ^a	22.400 ^b
DF (Dispersion Factor)	1	1
Asymptotic Significant	.000	.000
a. 0 cells (.0%) have expected count less than 5. The minimum expected cell frequency is 94.7.		
b. 0 cells (.0%) have expected count less than 5. The minimum expected cell frequency is 92.2.		

From the above tables we can say that Chi-Square is significant because Asymptotic Significant is very low (0.000) and this indicate the significant of data.

The aim of using asymptotic standard is to error the assuming null hypothesis.

Recruitment process re-engineering, has taken their minds beyond what was expected from the respondents, especially that most of them has written a lot of it and know its benefit to the municipality.

I have posted some of these comments below which draw attention to the importance of re-engineer the appointing process in Al Beyda Municipality.

➤ Respondent A: I think the recruitment office in Al Beyda Municipality, needs to be refreshing and hire new persons who know the main concepts of appointing the right person in the right place. Although this is not a profit organization, but still the rate of productivity, which based on finishing the citizens documents and their works are not done probably due to their lack of knowledge and waist the time in learning few principles, which supposed to be learned many years ago.

➤ Respondent B: Recruitment and selection process of HR department has a poor and weak basic conformation. Since I was hired in this position about 9 years ago, I have never heard any development take place of occur in HR department or recruitment office. Most of the young people who work in the municipality do not have the zealot to create and innovate something new for the organization. The case of enthusiasm is used to be strong when we are young but now days the young leadership is lazy to make something new. Moreover, those who are working in recruitment office in Al Beyda Municipality are young and do not have the enough experience not only that, but also there are not expert people who provide them a training while they are in their jobs.

➤ Respondent C: Re-engineering of any governmental process needs huge efforts because the successful of this step starts internally from the management, which provides the support and commitment through all the different phases during the reengineering process. This commitment is rare to find it in the management of HR department, because they need to improve themselves before improving the recruitment process.

➤ Respondent D: Teams and committees needs to be developed and MUST include the qualified workers, who know how to deal with recruitment as a concept and not only process. Re-designing the application forms and the recruitment website of Al Bayda Municipality must be the first changes they have to do after re-engineer the recruitment process.

During the period that I have spent in writing this paper and analyzing that data, I have realized the need to ask some of those who already have responded to the questionnaire, two more questions such as:

➤ If there will be a plan to re-design the recruitment process, would you participate in it? Yes No

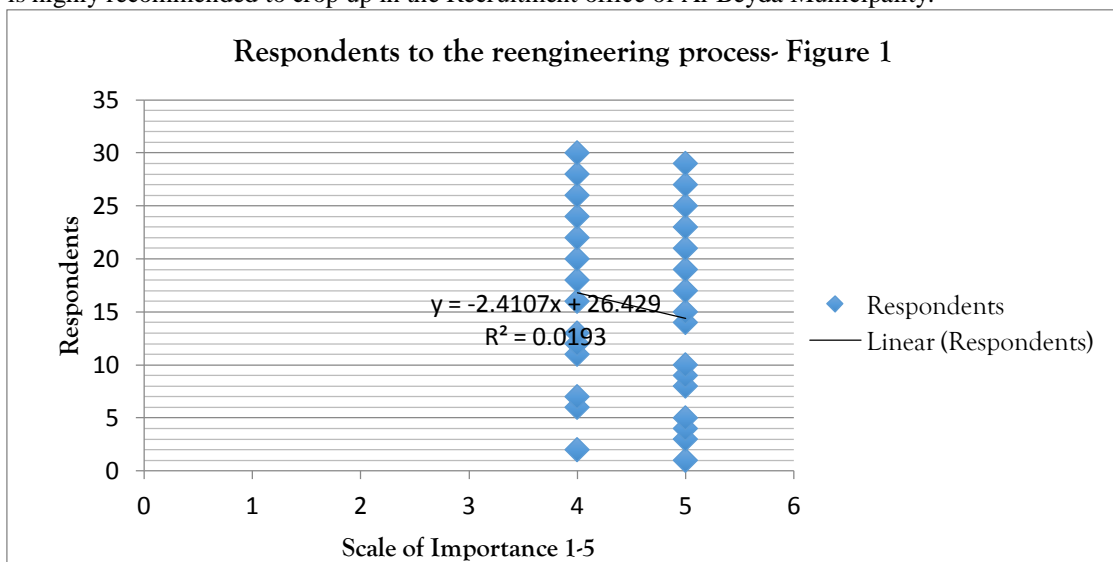
➤ What rank you can give to indicate the importance of the Re-Engineering of Recruitment to take place as soon as possible? 5 4 3 2 1 (where 5 is very important while 1 is not important at all. These two questions has been asked to 25 persons in the municipality, where 9 of them are not working in there, but they would like to work there and 16 employees.

The results for the first question were answered by YES. This means there are intellectual trends on the subject of re-engineering, and its highlighted one main point which is the high ratio of acceptance.

What's more, it also means the rate of acceptance to the new strategy of recruitment will be high if it put up with the demands of the society and the supply of the qualified graduated citizens. While the result of the second question was as follow:

5	4	5	5	5	4	4	5	5	5	4	4	4	5	4	5	4	4	5	5	4	5	4	5	4	5	4	5	4
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The answers are fluctuate between 5 and 4 scale as shown below in Figure 1, which means the ranking of this changes is highly recommended to crop up in the Recruitment office of Al Beyda Municipality.



Description of the suggested recruitment strategy

Jim Collins in his Best Seller “*Good to Great: Why Some Company Make the Leap and Others Don’t*” believes that a busload of great people can go just about anywhere it wants. However, when the bus filled with unruly passengers it is destined for a ditch.

Al Beyda Municipality suffers from the lack of qualified and right people in the HR department. Those people should be responsible for setting out a strategy of recruitment to hire and select the right persons but they were not.

To define the strategy, it must be borne in mind that there are three fundamental roles:

➤ To participate in defining the mission, vision and strategy of the entity and in defining its corporate plan.

➤ To provide the entity with its needs of qualified workforce, solving the problems of the units and their staff by providing suitable training and by re-organizing the responsibility of the staff within any department in the municipality.

➤ To facilitate the re-engineering of the recruitment process.

For formulating an effective and successful recruitment strategy, Hays Human Resources Consultants provide an accepted recruitment strategy. According to Hays, the strategy should cover the following elements:

1. Identifying and prioritizing jobs

Requirements keep arising at various levels in every organization; it is almost a never-ending process. It is impossible to fill all the positions immediately. Therefore, there is a need to identify the positions requiring immediate attention and action. To maintain the quality of the recruitment activities, it is useful to prioritize the vacancies whether to focus on all vacancies equally or focusing on key jobs first.

2. Candidates to target

The recruitment process can be effective only if the organization completely understands the requirements of the type of candidates that are required and will be beneficial for the organization. This covers the following parameters as well:

- Performance level required
- Experience level required
- Category of the candidate

3. Sources of recruitment

The strategy should define various sources (external and internal) of recruitment.

4. Trained Recruiters

The recruitment professionals conducting the interviews and the other recruitment activities should be well trained and experienced to conduct the activities. They should also be aware of the major constraints and skills (e.g. behavioral, technical etc.) to focus while interviewing and selecting a candidate.

5. How to evaluate the candidates

The various limitations and the ways to judge them i.e. the entire recruitment process should be planned in advance.

Factors that affect the recruitment strategy are:

1. Yemenization which is consider as a policy of all governmental organizations in Yemen
2. Human Resources Planning; strategy of the HR department
3. Supply of the newly graduated workforce and the Demand of certain and specific majors in the job market.
4. Unemployment rate in Yemen, which is high according to the last statistical measurement, released by the Yameneze Authority in the Municipality of Al Beyda in 2008 that unemployed Yamaneze in Yemen is 42%. If we compare it with the population number of citizens in Yaman, we will find that 2262,000 Yamaneze who hold an acceptable educational degree are unemployed.

Description to Re-engineer the Recruitment Process

The recruitment process in Al Beyda Municipality showed no electronic archives for keeping the records of the candidates. Moreover, the ineffective recruitment website had a systematic problem, and rare to be used by candidates due to plenty of networking errors that had been found in it.

Most of the governmental organizations in Yemen who has an effective recruitment process that are based on the latest trend of recruitment in the world, such as E-Recruitment and Poaching or Raiding are there in Yemen. However, the main steps toward the recruiting and hiring are the same in most of the organizations worldwide, these steps are:

1. Identify Vacancy
2. Prepare job description and person specification
3. Advertising the vacancy
4. Managing the response
5. Short-listing

6. Arranging interviews
7. Conducting interview and decision making

E-Recruitment

E-Recruitment, which is the use of technology to assist the recruitment process. Al Beyda Municipality can enhance this type of recruitment by fixing their jobs on websites and appoint a team of employees who have background on IT and Computer system skills to check periodically the new applications, which has been posted online, and get a hard copy of them to be revised by the recruitment officers in HR department. The job seekers send their applications or curriculum vitae through e-mail using the Internet. Alternatively, they can fill their details and information on the job application form, which supposed to be posted on the recruitment website of Al Beyda Municipality. The municipality can take the advantages of the online recruitment because of:

- Low cost.
- No intermediaries
- Reduction in time for recruitment.
- Recruitment of right type of people.
- Efficiency of recruitment process.

Poaching/Raiding

“Buying talent” (rather than developing it) is the latest tune being followed by the organizations today. Poaching means employing a competent and highly experience person already works with another reputed and well-known organization.

Al Beyda Municipality can attract talent from another country or even Yamaneze by offering attractive pay packages and other terms and conditions, better than the current employer of the candidate’s offers. However, it is seen as an unethical practice and not openly talked about. It has become a challenge for human resource managers to face and tackle poaching.

Those talent-poached people can give a huge support aid to re-engineer more than one department in the municipality and re-design its processes with of course the support and commitment of the top management.

One important view to be added to complete the successful recruitment process and which I belief will make a revolution in Yamen, is to establish an Excellence Department that must include the following sections:

1. Excellence Section which is responsible about implementing the strategy of Al Beyda Municipality and implement it carefully to fulfill the requirements to achieve the world-class Excellence Prizes. Additionally, they can be responsible to follow the European Foundation of Quality Model and implement the elements of that model on the municipality with cooperation of Quality Section in the Excellence Department. Not only EFQM, they also could implement the ISO standards to get ISO certificate and base on Benchmarking as a tool toward the Quality Excellence World.
2. Quality Section, which is responsible to assist the excellence section to execute and accomplish their objectives as an Excellence Department.
3. Performance Section, that is liable to measure the performance of the employees within the municipality and at the same time implement the Key Performance Indicator as a tool to assess and determine the level of performance not only for employees but also for any process that being held inside the municipality, one of these process is the recruitment which is appears slow and needs a lot of efforts to get improved.

These departments must be part of the HR department, because the excellence of the process and people must start from the humans as a resource of excellence and quality.

IV. Conclusion

This is the first time re-engineering the recruitment process in Al Beyda Municipality being studied.

Mark Granovetter, Ronald Dore, and William Ouchi are famous in describing the recruitment as a theory and practice. Al Beyda Municipality do not only need to be re-engineered as a process, but it also do need to be re-evaluated and re-appraised from the perspective of human working force as a capital of this particular governmental department. The suggested recruitment trends break the traditional hiring mould of being a process keeper, to one of an innovator.

Although the re-engineering of recruitment process is highly recommended, but not to be based on any re-engineering system, it must be designed to include all the existing problems of the recruitment and all the solutions for these problems as well.

Finally, the process re-engineering is not only a word to be wrote on piece of paper but it is an action that needs a massive efforts from the workers, likewise needs an support and commitment from the management not only monetary but also incorporeal and morale commitment.

V. Recommendations

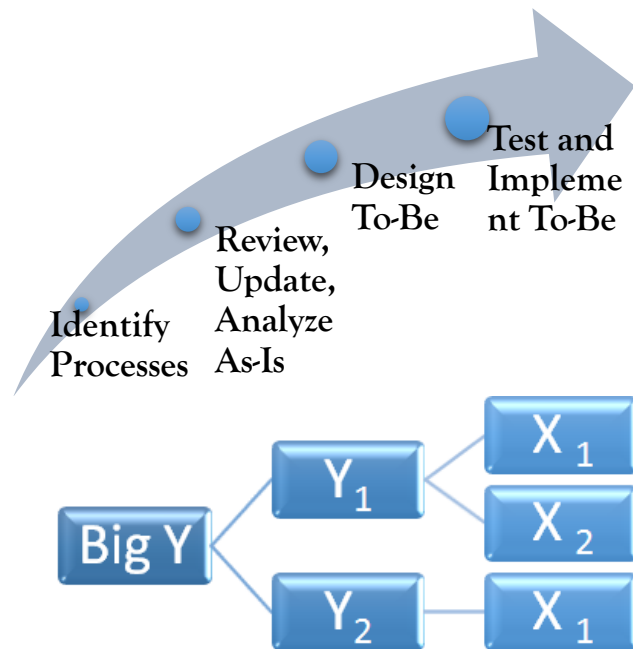
A new strategy for the recruitment office in Al Beyda Municipality was recommended, and some points were raised. These are:

- Establishing a team of 4-8 employees from different departments that are called Management Development Team. This team should be responsible of selecting the employees from each department who need training in a particular subject.
- Setting a main concept that will be later the banner or catchword of the recruitment office of Al Beyda Municipality “*A people Centered Approach can be suggested*”. As we are living in a time that characterized by speed, innovation, short cycle times, quality, and customer satisfaction, we have to highlight the importance of investing the qualifications and abilities of humans which actually called Human Assets toward the Age of Human Capital. Therefore, we can use two main concepts that would be excellent if the management of recruitment office in Al Beyda Municipality could take them in concern.
- Updating periodically the staff in the organization with the latest training courses, which are affordable by a well-known institution and which are important for their work.
- The manager of recruitment office should have a well background knowledge about the needs of the employees and he must take in consideration the yearly budget for hiring new workforce.
- There must be clear and understandable codes of hiring and selection that shows the criteria which the recruitment office should base on hiring and selecting the candidates.
- The nine known areas of actions for the human resources strategy assumed to be agreed upon and accredited by each employee in the municipality in general and by each member of HR department including the recruitment office in particular. Those areas are:
 - Structure of the entity: design of the structure, jobs, procedures, reviews and plans for implementing the changes.
 - Procedures: correlation between HR and information systems, between recruitment and system planning, etc.
 - Attraction/retention of HR: staff planning, recruitment and administration of staff, payment / compensation systems, etc.
 - Development of HR: career planning and development, education and training (change of attitude: self-development).
 - Use of HR: planning of performance in working groups, of individual performance, interpretation of performance evaluations, HR flows within the entity.
 - Involvement of HR: relations with employees, communication, administrative support for HR, integration of HR functions, etc.
 - Legal and social requirements: regulations and laws, legal obligations, redeployment, retirement and pension policy, general benefit plan, social activities, health and safety.
 - Ethics and values: respect for the law, programme to promote corporate values and ethics.

These areas are highly recommended to be known by each one who wants to work in the municipality. Moreover, they are supposed to be respected and implemented by all employees within the municipality.

The word re-engineer means an approach aiming at improvements by means of elevating efficiency and effectiveness of the Business Process that exist within and across organizations. The key to BPR is for organizations to look at their business processes from a "clean slate" perspective and determine how they can best construct these processes to improve the way to conduct business.

The process re-engineering as a plan supposed to be tracked and monitored by using a time-line schedules similar to those being use in managing any business or organizational projects. This schedule involves mapping out the processes flow that displays the key steps involved in tracking and reporting the tasks that has been done.



The above figure is the Process Re-Engineering cycle which designed by Michael Hammer in 1990, which we can estimate a timeline for each phase to be finished on time as it has started on time, that determined previously in the planning of the management. Under each phase, there must be a series of sub-processes that combine together or even worked separately to achieve the main big process. This is known by the theory of **Big Y**; that was explained in the graph below. Where X's are the sub-processes under each the main big process

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