To evaluate the best practice within recruitment process as a case study for Arab Drilling and Workover Company

Coventry University

By: Abdulmoti Elbouashi
ID Number: 2852531

Date:
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Drilling rig

Company's logo

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Family Name (Surname)	Elbouashi	Forename(s)	Abdulmoti
Student ID no.	2852531	Course	International Business MSC
			M99BSS

Project Module Code

1St Supervisor	Angela Cook	2nd Assessor	----------

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I write these words of humble gratitude in the understanding that it is impossible to make a full accounting of the debts I owe.

My gratitude and thanks go first to God for the inspiration that he gave me, and his assistance. So I thank him for this, and I hope that I will be able to please him by staying grateful for his gifts as long as I breathe.

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Contents

Executive summary

The human resource element within a company is possibly the most crucial aspect of the organisation, and its strategic implications, particularly where high quality recruitment is concerned, can have a far-reaching effect on the effectiveness of the company. But how regularly does a company take a good look at this vital cog within its wheel?

This is the aim of this dissertation – how this puzzle could be resolved - and it was decided to concentrate on Human Resource Management within one company, whilst using these results to offer help to other companies who might be interested in their conclusions.

Two methods were used. First, an important primary source was an in-depth interview with the HR Manager of the company and the results were closely analysed. Secondly, an exhaustive review of the literature associated with recruitment procedures was undertaken and this was used to analyse the results of the HR Manager, thus combining my empirical findings with the well researched theories available in academic writing; a mixture of good practice and good philosophy.

In addition, a major aim of the study was to compare the company's policies on Internal and External recruitment and whether the company was receiving best value for its investment in terms of the quality of staff recruited for its higher management positions.

The findings reveal a company not paying enough heed to the quality of its existing workforce and its potential in shaping its future fortunes, not untypical according to much of the literature on the subject.

The conclusions respect the willingness of the company to invite me in to examine their recruitment procedures but have been reached independently and, at all times, with reference to the literature mentioned within the review. Their effect is wide-ranging.

The subsequent recommendations are obviously intended for the company concerned but by looking at them in conjunction with the appropriate literature, it is hoped that other organisations will look upon them favourably and may well make use of them. At all times it has been the intention of this work to provide those people working within Human Resource Management, particularly in the field of recruitment, with an opportunity to examine existing work practices in the light of my experience within this one company and, hopefully, to benefit from these conclusions which offer a cost effective way of improving recruitment.

After all, the right person for the right job is an important element for the success of any organisation; equally great damage can be done to an organisation should the wrong person be employed.

Chapter 1:

1.1 Background and introduction

Recruitment is very important process as it is the method of searching the qualified persons for employment and stimulating the potential candidates to apply for the vacant position. (Allen, 2009, p. 23). When considering the essential role of Human Resource Management within an organization it is important to remember that a big task for it is to hire the best people for the job, but they must also fit into the requirements of the organization as well as displaying basic competencies. Thus, recruitment is a vital task and needs to be recognized as such.

Therefore it is essential that all those involved in this task understand the importance of this process and make sure that the organisational needs of the company are fulfilled through an efficient and effective recruitment process.

The process of recruitment is linking the recruiter with the employers in a circle, starting from the employers advertising a vacant position and ending with an employment. It is a quite difficult, long, and expensive process; therefore a careful and accurate procedure should be implemented, to save the organizations' resources and to guarantee consistent and sustainable growth and prosperity for firm. Recruitment process is a major task of the Human resources department. Recruitment is the first stage of creating the competitiveness of the firm (Allen, 2009, p. 23). In my opinion it is the same way when a company does its best to obtain the latest technologies to raise its productivities and efficiencies to compete successfully in the market , they need to apply same techniques and tool in the same way when it searches for the qualified candidates. The organizations will have the same results if they took the right decision when they were sourcing out the technology or the machine, the output will by high quality and they will reach the required efficiencies for the process. This cannot be achieved unless accurate and detailed specifications were put forward. The same scenario repeats itself when it comes to employment. If the employer does not know what kind of skills and qualifications are required for the job a wrong decision can be made and the consequences will be similar to purchasing wrong machine. This example is to make the comparison very close but cannot be identical due to the differences between machines and human, human has the other soft skills which difficult to measure and the emotions which can change from time to

time according to various reasons, it could be work related or family related, which both of them could be obstacle for the creativeness of the employee. These reasons make recruitment more challenging for management. Therefore a considerable time and recourses should be given to the recruitment process, to avoid high percentage of turnover. Good recruitment process builds the confidence and stability between the employee and the employer.

The recruitment process is vital step to be taken by most organizations, to obtain the most talented employees, who are committed and intrinsically motivated enough to remain in employment. (Tixier, 1996, p. 76). Tixier (1996) is also of the opinion that the employer must be aware of the culture of the culture of the candidates, especially when conducting interviews, because the real interaction starts in this point. Interviewers should avoid some personal questions which might offend the candidates, which results to poor responses from the candidates. Further more in some of Europeans countries these questions are illegal, such as religion and politics. The purpose of recruitment is to identify and attract the potential employees, who are best fit for the organizations. (Breaugh, 2009, p. 665). As Barber asserted that organizations have become competing on the attraction not selection, of the highly qualified talented employees. The reason of recruitment being a hard task is the shortages of the qualified and talented employees. These shortages have let to war for talented and have made organizations to out sourcing. The open market for recruitment has made it more difficult for organization to find the qualified and talented candidates (Barber, 2007, p. 655). The importance of recruitment process is realized when the productivities of an organization is enhanced by employing the most capable and talented applicants. Also the time which used to find the qualified applicants is very important. Time implies other implication such as cost, which can be direct costs related to the searching for the candidates or indirect cost like low output of production or service caused by the vacancy. The importance of recruitment appears when the vacancy is filled by professional applicants in the possible short time. Therefore the updated recruitment procedure is the right path, to ensure that the qualified and talented applicants are chosen to fulfill the right positions. (Russo, 1995, p. 249).

This proposed research is about Arab Drilling and Workover Company working in markets such as Libya and Syria and offering oil related services. The

main area of business of the firm includes operating highly mobile fleet of drilling and workover rigs offering services to different customers. Due to mobility and agile nature of the business, firm need to maintain a fleet of heavy duty earthmovers as well as other transport vehicles.

Being multinational firm based in North Africa, company has to face acute shortage of the local qualified staff and as such have to look for expats as the major source of new employees. As such the overall process of recruitment plays critical role in the success of the firm because it provides it the necessary access to the qualified staff.

This research will therefore focus on the process of recruitment, its importance in larger context and how this can be applied to the Arab Drilling and Workover Company.

1.2   Research Questions

RQ 1: Whether the existing literature provides clear and up to date information of current trends in recruitment process?

This objective is basically aimed at understanding the new changes that took place over the period of time. The traditional way in which recruitment tend to take place have changed a lot and as such it has become relatively more important for the firms to continuously look for new and innovative ways of recruitment that maximize the value for the shareholders of the firm.

RQ 2: How to evaluate Arab Drilling and Workover Company's recruitment procedure?

This objective is basically to study the existing process of recruitment within the firm.

RQ 3: What are main differences between recruiting senior and junior staff?

Since the overall responsibilities of junior and senior staff are different therefore this objective will be to evaluate the major differences between the recruitment processes of the two levels of staff.

RQ 4: What sort of recommendations can help the firm to achieve better recruitment process?

Finally, a set of recommendations will be made as to how the firm can improve its existing recruitment procedure in order to take maximum benefit from recruitment process.

1.3   Research objectives

1. To critically review the current literature on the recruitment process.
2. To critically evaluate Arab Drilling and Workover Company's recruitment procedure.
3. To examine the main differences between recruiting senior and junior staff at Arab Drilling and workover company.
4. To make recommendation for improvement of recruitment process for Arab Drilling and Workover Company.

1.4   Importance of Research

My personal reasons for conducting the research for this report are based on the fact that it will allow me to get a practical insight into how the actual recruitment takes place. This will further be enhanced by the discussion of the actual and potential differences between the recruitment processes of the senior as well as junior staff at the firm. This will basically be assessed with an aim to finding the policy differences between the recruitment processes of the two different tiers of the firm's management

This research will also be important for me because it will be on Arab Drilling & Workover Company which is also my official sponsor.

Chapter 2: LITERATURE REVIEW

2.1   HRM and Organizational Strategy

The recent studies regarding HR intend to establish the connection between the recruitment process, organizational performance as well as the HR strategy of the firm. The focus of the research therefore is on understanding the larger strategic role of HRM and how to link it with the overall strategy of the firm (Cooke,2001,p322).

Strategic HRM therefore is one of the critical areas as to how the firm actually will be able to align its overall HRM activities with that of the overall organizational strategies. Recruitment is critical because it is one of the critical activities of HRM and its through the recruitment that the HRM department of the firm ensures that it is recruiting competent and qualified individuals who can actually fit into the overall strategy of the firm. it is therefore all about how the individual capabilities of the employees are fit together with the organizational strategy. *(Gump, 2006, p. 18)*

2.2   Recruitment and Organizational Strategy

Recruitment is one of the most important processes of HRM and as such its overall significance and alignment with that of the overall organizational strategy of the firm is critical. It is therefore really important that the recruitment process of the firm should be strongly linked with its overall organizational strategy. The existing diversity at the workplace also requires that the managers must contemplate on the issue of how to materialize an environment where there is a complete strategic fit between the employees and the organization in order to achieve the organizational aims and objectives set in its vision and mission statements. The existing focus to create more innovative and creative employees within the organizations therefore require that the recruitment process within the organization is effectively created and managed in such a manner that it ensures full compliance with the overall strategic objectives of the firm. This therefore strongly indicates towards the need of linking the HRM strategy of the firm with overall organizational objectives of the firm.

To such objectives, it is therefore critical that the HRM activities of the firm must create and plan its moves by analyzing the job design and analysis processes in such a manner that it allows the HR managers to find gaps between the current HRM strategy as well as total organizational objectives. This is done with the objective of finding a suitable fit between the employees and the organization through effective

recruitment process. It is critical that both of these activities shall be logically designed by considering the existing jobs within the organization through performing surveys and feedback sessions etc. in order to understand what is effectively lacking within recruitment process which is hampering the cause of HRM. (*Baron, Lenihan & Gray,2008,p42*)

2.3   Recruitment Process

Recruitment Process plays critical role in the overall hiring of an employee as it is sequential process and require hiring managers to go through certain pre-determined procedures.

Hiring process has become more challenging for many organizations as it is claimed that more than 60 percent of employees are looking for better opportunities and if they are offered a good job they will not wait for a period exceeds two weeks. Therefore recruitment team has to finish the process in with three days because if the applicants find better offer they will accept it. If they are talented and skilled every organization tries to attract them. It is argued that the recruitment process should not exceed one day including selection, interviews, tests and any other techniques for evaluation. It is also argued the screening should be done by telephone this will save time for the applicants and the organization. Some organizations use traditional methods such as internship which identify the potential employees who could be hired after finishing their studies. (Cristina & Dan, 2008, p. 4).

2.4   Attracting Potential Employees

Organizations can use different means of attracting candidates, such as advertising in media, TV, Local newspapers, alternatively corporate websites, which is much cheaper and faster, another option is recruitment agencies, also job-centers are a good source of employment and employee referral and word of mouth are very effective tools.   Each organization adopt the method which achieve the organizations' objectives. (Derek, 2008, p. 150).   As Derek claimed advertising is a common tool for attracting candidates, provided choosing the suitable media and the advertising agency which has wide experience in its business. (Derek, 2008, p. 151).

E –recruitment can take deferent forms, it can be managed directly by the employers or by cyber-agencies, these two methods are very effective in terms of their results and costs, the firms can save large amount of money by cutting down the cost of

advertising, printing brochures, applications forms, the other major benefit is short listing which can be done electronically by using software to match online applications forms or CVs to the organization's requirements. (Pollitt, 2007, p. 26&27).

2.5   Selection

The recruitment and selection process have essential stages which considered to be vital for successful outcomes. (Moreland, 1999, p. 235). As Moreland asserted the process should include department analyzing, job analysis, job description, employee specification, searching for candidates, attracting candidates, applications screening, interviewing applicants and appointment. After the completion of recruitment process supportive program is needed such as intensive induction program which help the new employees to integrate into the organization (Moreland, 1999, p. 235)

Selection process is to match candidates with role therefore it is critical that a perfect match is found before hiring procedure is concluded. (Roberts, 2005, p. 7). According to Heneman, the overall effectiveness of the recruitment process is judged by the so called sequential process which is based upon the number of applicants per job vacancy, the number of days it took the HRD of the firm to fill that vacancy, the time taken to complete the formalities and the retention rate for the new incumbents for the period of six month.
 Roberts (2005) is also of the opinion that poor selection process ignores the importance of information, while a good selection process make the potential candidates have sufficient information about the role which they suppose to perform. Professional selectors focus on the candidate's competences, which they have, that give abroad picture about the applicants and describes the most qualities and attributes that applicants possess to perform the job. (Roberts, 2005, p. 7).
The other tool for selection is assessment centers, where the candidates spend couple of days under supervision, during this period the candidates will undertake several of tests and will be assessed by various techniques. The structured selection process is the way of identifying the most suitable candidates. (Roberts, 2005, p. 16). Recruitment is becoming more difficult and challenging when organisations look for professional employees and high level of management. (Derek, 2008, p. 146). There

are two types of recruitment internal and external, the internal recruitment occurs when the vacant position is filled by some existent employee. This is a common practice in many organisitions especially in the public sector in the UK. This method has many advantages, such as reduce recruitment costs and motives existent employees and retain them in employment; the existent employees have a broad knowledge about the organisition and its culture. (Derek, 2008, p. 146).

2.6   Testing Procedures

Tests are used as part of selection process, these test used to identify the abilities of applicant and measure their strengths, such as typing per minute. The risk of these tests is if they go beyond the required abilities and skills to perform the role. Therefore the test should be designed to examine specific knowledge related to the role to be fulfilled. There are other test such as personality's tests which measures the applicants' personality, attitudes, and characteristic. There is a controversy about these tests and their results, it is claimed that do not give clear indication about the job performance. Other methods of selection are exercises which are very valuable and give clearer assessment about the performance of the applicant. The disadvantages of this test are expansive and not possible for some types of jobs. Some organisitions prepare simulation for tests which gives similar results. *(Admin, 2009.p. 55).*

2.7   Interviews

Interview is very common process, used for selection techniques, types of techniques can be structured or unstructured, the unstructured interview is more common but gives have of the result of structured one. Structured interview is designed to obtain specific information related to the criteria used to measure the performance of candidates.   Interview is described as one of the best techniques for selecting candidates. But it has some drawbacks such as the interviewers cannot keep the same level of concentration during the whole interview, which results to drop valuable information between the start and the end of the interview, also if the interviewers do not prepare well for the interview. (Hooi, 2007, p. 369).

Poor recruitment process procedure can lead to many undesirable outcomes, which affect the performance of the organization, the first consequences is employees turnover which results to high direct cost related to recruitment process and also

indirect costs such as time spent in looking for new employees, another important aspect is job satisfaction, when the employee is not satisfied about the role which plays in the organization, this will results to low performance and lead to lower employees motivation. (Duraisingam, 2005, p. 8). Selection process has many techniques, but the most common techniques are Curriculum vitas, which most organizations request as an essential document, the other important document is the Job application and references check these documents considered as the best practice in selection techniques. After the document screening is completed a structure interview should be conducted to obtain the missing information, also the set of question should be based on updated job description. It is claimed that the use of interview panel is more effective than a single interviewer, it is also recommend that the panel balanced of professions and gender (Duraisingam, 2005, p. 8). After the selection process is completed an induction program is needed to help new employees to perform well and to remain in employment which the core of the recruitment process.

2.8   Organizational Culture and Recruitment

It is also been argued that the overall perception held by the job incumbents about the organizational culture and values also play a critical role in making the decision to apply and accept the job. As such the overall process of recruitment need to be designed in such a manner that potential employees are attracted towards the organization. This also indicates that organizational effectiveness as well as the culture plays a critical role in the success of the recruitment process as a whole. (Catanzaro, Moore, & Marshall, 2010, p651).

It has been therefore also advocated that the organizations must develop a connecting link between the organization and the potential employees by regularly communicating with them through the recruitment magazines and other channels of communication.

2.9   Hiring right employees

Some of organizations lack the improvements in their business, because they fail to hire the right employees at the right time and place them at the right place. This is mostly due to the ignorance of recruitment process and its overall importance for the organization. (Cushway, 2008.p 399). If Organizations hire the right employee for

the right job at the right time, a sustainable growth is guaranteed for the organizations because a right mix of employees ensure that organization is able to maintain its competitive advantage in the industry. Due to hiring right kind of employees, organizations therefore obtain both tangible as well as intangible benefits- both in short as well as in long term. on the other hand, if they hire the wrong employees for the wrong job, this action will held the firm back and firm therefore would not be able to compete with its rivals. This could be due to the lack of the skills in employees hired which ideally should have been investigated before recruitment of the employee. Thus the judgment and skills of the managers and the recruiters play a critical role in hiring the employees with right skills and attitudes and who can fit into the organization very easily. The challenge therefore is to not only recruit the right kind of employee but also retain it otherwise due to flexibility in labor markets, the talent and skills can be spotted easily by the rival firms and hence employees can be lured to them with higher benefits provided. In this scenario the firm basically attempts to weaken it and thus allowing competitors to attract better and more qualified staff therefore all organizations must create an experienced recruiters team. (Donaldson, 2010).

Attracting candidates is very important part of the recruitment process, which means offering job opportunities to potential candidates, who are targeted by deferent types of media such as advertising in newspapers. The expenses which spend on advertising the role needed to be fill, is the same as product marketing strategy, therefore the expenditures on role advertising should be managed carefully. The process of attracting candidates will be considered successful if sufficient number and quality of applicants apply in desirable time. Response to the attracting process can take various forms and vary from organisition to other. Level of technologies used in organisition is key determinant of the types of application forms, some organisition use hard copy and other use online application. These forms which designed to extract specific information about applicant should be designed carefully, the disadvantages of this forms is that cannot assess the soft skill such as leadership and personalities, these attributes can be assessed by holding interviews and other tests. The use of these forms is for screening process to identify the level of education, knowledge and experience. (Roberts, 2005, p. 7).

One of the selection methods is work sample, the only way to know the employees capabilities and skill is to give them the sample job and let them to

demonstrate their abilities, skills and knowledge, some tests require a complete sample, such as architecture. (Mailer, 1998, p. 53). It is claimed that variety of easement is more effective than one method. These techniques of easement are used to identify the skill and knowledge of candidates, to achieve better selection decision. Germany army was the first to use these tests in 1930 and after that was used by British and Americans armies. (Mailer, 1998, p. 53) The writer reinforces that the interview is the most common selection method and it is widely used by UK employers, although many researchers have examine the traditional method of interview and found it weaker than assessment other tests. Selection is the most crucial decision as the result of the decision carry on with the organisition for some time and involve great deal of resources invested in the selection process, Senior managers selection process considered to be more lengthy and costly as these managers influence the performance of organisition. (Mailer, 1998, p. 53).

Ramirez, 2004 reinforces that the recruitment of talented managers are the first step of sustainable growth of the organisition and failure recruit properly the consequences are very negative on the organization. (Ramirez, 2004, p. 365). Other authors reinforces that there will be demand of managerial skills accounts for twelve percent between 2002 and 2012. Therefore Firm which cannot manage to recruit qualified managers will not be able to compete successfully with other firms which have effective recruitment procedure. (Emerald Group PublishingLimited, 2007, p. 632) .

2.10 Changes in the Labor Market and Recruitment Challenges

With the changes in the essential characteristics of the labor force and essential mobility of the employees from one region to another has made recruitment as one of the challenging tasks for the HR managers. Managing diversity as well as meeting different legal requirements while recruiting has made it more difficult for the international firms to keep recruitment as an internal issue only. As such there is a greater emphasis on the recruitment process to be shaped and designed in such a manner that it provides clear indication of the overall recruitment policy of the firm. Recruitment and selection is basically a process of approaching and soliciting the candidates for a particular job and then subsequently deciding as to whether the candidate will fulfill the requirements to successfully perform the job. In a sense recruitment is a complicated process wherein HR manager basically have to ensure

that the persons to be employed are actually the right person for the right job. It is therefore argued that the recruiting is the job to find the qualified persons and it is much more than just placing an advert in Newspaper and Human Resources managers have to ensure that the qualified persons are hired for the job. (Mathias & Jackson,2007,p57).

In the changing labor market conditions where labor force has became more fluid, recruitment is now considered as the strategic variable. Alignment of the HR goals and objectives with that of the organization therefore requires that the organization must continuously change and update their recruitment processes in order to match them with that of the changing market conditions. It is therefore argued that the organizations must balance the cost of unfilled jobs and the benefits that it can obtain from recruiting a right person for the right job. (NZ Business,2009,p8).

In order to understand the process of recruiting as well as to ensure that the company attracts the right pool of the employees, it is critical that the organizations must continuously look for the changing market conditions. Understanding the labor market conditions allow a firm to become comparatively more aware of the changing labor market conditions and how the firm can actually take advantage of the new set of skills obtained by the employees in the market. (Taylor, 2002, p 125).

It is therefore the responsibility of the management to ensure that it minimizes the influence of various stakeholders in order to ensure that the recruitment process remains straightforward and right persons are hired for the right kind of job. HR managers also need to understand the dynamics behind the filling up of the places and how long it takes to find the suitable persons to fill the jobs. Since workforce has become more mobile and flexible therefore the overall turnover of the employees is high, it is therefore important that the HR managers must understand the dynamics and ensure that the jobs are filled as soon as possible in order to minimize the overall cost for the firm. (Dowell, 2010, p 125).

2.11 Outsourcing the Recruitment

The rapid process of outsourcing has resulted into the enormous challenges for the Human Resources as HR managers effectively have to exceed their limits and find suitable persons to fulfill the requirements for tasks to be performed. (Kuruvilla & Ranganathan,2010,p18). The outsourcing phenomenon, grown due to process of the

globalization, therefore has potentially changed the way recruitment process was undertaken traditionally by the organizations. By relocating the jobs across the borders, firms have basically limited the scope of HRM to recruit the most suitable persons from the available labor force of the country and look for other options to fulfill organizational needs.

Thus the traditional view of recruitment has changed a lot and firms now have to focus on different views and strategic objectives in order to ensure that they decide in the best interest of the organization. As such the outsourcing of the recruitment process is another critical aspect that refers to the outsourcing of either the entire or key parts of the recruitment process. It is argued that the organizations, in order to meet the competitive challenges as well as to ensure that they focus on their core competencies must decide as to what processes and activities of the recruitment process they must outsource in order to exclusively focus on the development of their core competencies. (Meskanick,2009,p62).

The recent literature on recruitment process therefore is now mostly focused on understanding the organizational dynamics behind as to whether a firm must outsource their recruitment process or held the process at the organizational level. The organizations therefore have to decide as to whether, through outsourcing the recruitment process, they can reduce the cost of staffing high number of HR staff or not and whether this will be beneficial to the overall strategic objectives of the firm. (Caruth & Caruth, 2010)

2.12 Recruitment Team and Recruitment effectiveness

A professional recruitment team helps the organization to retain its employees and create stable workforce. (Claydon, 2010, p. 122). The key for success to reduce turn-over is an effective and qualified recruitment team and the impact for the firm will be significant, such reducing the cost of recruitment and selection, the cost of management time which spent in hiring, costs of advertising, cost for training new employees and uniforms for some industrial organizations. Therefore recruitment process is vital for any organization to maintain employment, reduce turn-over and reduce costs especially when involving skilled labors and their training period while joining the firm or during their careers. Therefore the replacement of those employees will be very costly, because the employers invest great deal of resources. As a result, employers are very interested to limit the number of employee turn-over

and ensure that employees are retained. Human Capital is the source of competitive advantage and talent management responsibilities is to set plans to meet the organizational objectives by hiring the qualified employees in the right time in the right place. (Claydon, 2010, p. 163).   This competitive advantage can be easily obtained when the company hire the capable candidates than its rivals and retain them by rewarding them more than others.   Organizations which have recruitment strategy that support the planning of attracting the required number of talent applicants and retaining, engaging the existing employees. The plans of recruitment are based on the predicted demand.   Some companies prefer to use internal recruitment to fill the vacant position with the internal employees as an incentive and motivations to retain them in employment.   While other organizations prefer to external recruitment as management perceive external employment bring to the organization a new style of work and new ways of conducting job.   In practice employers use combination of recruitment internal and external, the choice depend on the vacant position and the skills and qualifications required for the position. (Coridge, 2006,p 142).   Attracting the talented employees are aimed at the labour market, involving recruitment and selection, to identify the required skills and qualifications and then attracting the most suitable candidates who meets the organization's requirements.

2.13 Recruitment and Expats

International firms such as Arab Drilling & Workover Company are different in the sense that they lack the access to the qualified staff at local level. It is because of this nature, such firms have to look for the more qualified staff at international level therefore the overall recruitment dynamics these firms face are relatively different. One of the important aspects of recruitment for such firms is the cost involved in the overall process of recruitment. However, due to this reason, such firms are able to retain their most of the employees due to high cost of recruiting and retaining them.

Further, recruitment in such firms tends to take place both through the formal as well as informal methods of recruitment. However, the text book methods of recruitment hardly tend to work in such circumstances wherein the gap between the potential employees and the employers is relatively large.

Talent Expatriate management is regarded as a crucial for successful business whereas unqualified expatriates managers regarded as business failures. This may

happen because many of MNCs tend to hire expatriates to mange high level of managerial positions. (Barber, 2000 , p. 352).

2.14 Recruiting managers

The question of hiring international managers is becoming critical owing to the fact that the managers feel that international experience may render their experience as useless in domestic market. Due to this increasing complexity there is renewed focus on the selection and recruitment of the expatriates as it also involves some other factors such as candidate's ability to adjust into new environment etc. It is also important to note that while selecting and hiring an international manager, some of the key competencies must also be evaluated in order to ensure that the organizations are hiring right kind of employees**. (David, 2007, p.55).

2.15 conclusion

The above literature review suggests that the recruitment plays critical role in the overall success of the HRM process as a whole. Since HRM has gained strategic importance, it is therefore important that the overall process of recruitment shall also be viewed from the strategic perspective.

For organizations which focus on the expats as the major source of their HRM needs, recruitment plays critical role because of the overall cost involved in the process of recruitment. It becomes therefore critical that the HR Managers must ensure that they design their overall recruitment processes in such a manner that they attract qualified and skilled employees in order to ensure that the cost that organization incur on them is fully recovered through the benefits skilled employees can offer to the organization as a whole.

Over the period of time, recruitment techniques and tools have changed because of the introduction of new technology and the new techniques in the market. However, essentially the process for recruitment remains the same.

Chapter 3 Methodology

3.1 Research Methodology

There is an important qualification in that it might be difficult to determine the independent and dependent variables in this study because of the relative subjectivity involved in the research. Therefore this study will be limited in the sense that it will not be typically exploring the impact of one variable over other but rather it will be analyzing the behavior of a certain subject based on different variables as defined in the research study.

Considering the ultimate objectives of this research, this study will therefore focus on an extensive literature review. This will therefore serve as the guiding principle for the understanding and analysis of the recruitment process and how it should be exercised in a more strategic manner.

The methodology employed is the investigation of a topic by differing means of research. It is important to consider the whole range of theoretical questions including the limits of what researchers can understand and how accurate their claims of accomplishment might be (Fisher, 2007). In order to conduct this research properly I, as author, have used a number of primary and secondary (desk) research methods. These include a number of techniques including a detailed review of academic and business literature, a survey sample of relevant businesses and a personal and detailed interview with the Human Resources Manager of the company concerned.

The aim is to allow a thorough understanding of the relevant issues but to do so with the personal observations of someone from that company. This survey, and interview, along with appropriate secondary data, will provide quantitative observations with the intent of supporting our observations and take us to appropriate conclusions.

The secondary research involved, namely the study of various literature on the subject, journals and business magazines, relevant textbooks and websites was a useful method of gathering information which enabled the author to acquire a comprehensive amount of data from which to build a framework towards a constructive investigation and a sound conclusion. Whilst all of this helped the author to decide much of the research needed, secondary (or desk) research was not enough in itself to provide a balanced and up-to-date conclusion,

3.2 Secondary research

There is a need to gather an extensive amount of printed and online information as is available on recruitment and how it can be applied to the current situation. Sources to be used include Learning Resource Centres, university libraries, online data and current newspaper and magazine articles. This should prove to be a rewarding endeavour because it will allow the researcher to broaden the scope of the research and the range of available material will provide a valuable insight into the current state of the recruitment industry.

The intent of the primary research is to explore the recruitment process within the chosen company and will contribute to a greater understanding of the topic and will build on the objectives of the research to reach a useful conclusion. Following this it is intended that more questions will be raised into problems raised and potential solutions within the recruitment process of the firm. It is crucial to select an efficient, effective and reliable means of collecting the data.

Various methods of collecting the data were used; and the next section explains what methods were chosen and why, and why other techniques were rejected during the process.

3.3 Primary research

The intent of the primary research is to explore the recruitment process at Arab Drilling and Workover Company and will contribute to a greater understanding of the topic and will build on the objectives of the research to reach a useful conclusion. Following this it is intended that more questions will be raised into problems raised and potential solutions within the recruitment process of the firm. It is crucial to select an efficient, effective and reliable means of collecting the data.

Various methods of collecting the data were used; and the next section explains what methods were chosen and why, and why other techniques were rejected during the process.

3.4. Approach to research and Selecting Research Method

A well defined theoretical framework is considered to be necessary for the overall success or failure of a research study but it has to indicate both the different theoretical as well as the statistical relationships between the different variables under

study. Therefore, as agreed, this study is an attempt to understand the actual workings of the recruitment process within a particular company, namely the Arab Drilling and Workover Company, as our particular research study. There will be a number of different areas examined within this study including recruitment processes, outsourcing of those processes and the role of Human Resource Management, as well as the demands placed upon the company by the varying regulatory frameworks and the effect this has on the overall recruitment behaviour of the company.

When any research begins, the common methods that need to be considered are quantitative and qualitative research; quantitative research being concerned with the gathering of basic statistical material including structured interviews and questionnaires and its intent is to analyse the links between various sets of information, whereas qualitative research is more concerned with detailed discussion about behaviour and discernable patterns and attempts to make interpretations of this detail by addressing interviews or target groups.(Dawson,2009)

It is therefore the intent of this research to explore and highlight the issues related to recruitment given the interest in gathering this data.

As indicated above the author will use a variety of techniques including a personal interview with the company's HR Manager. It is felt that such an interview will give considerable personal insight into the factors affecting recruitment and will generate valuable information for research and discussion.

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3.5. Sampling

Sampling is a method which uses a certain number of the population at large to assist the accumulation of information required for research. This technique provides the author with a range of ways of working. Saunders, Lewis & Thornhill, (2007) put an emphasis on good sampling methods by confirming that researchers are enabled to reduce the amount of data needed by recognizing only data from one particular group rather than from a wholesale collection which might not be relevant.

3.6. Personal Interview

In spite of the fact that personnel interview is acknowledged as being most time consuming and costly among all other methods of research, influencing factor of this approach is highly regarded by scholars as this process yields highest extent of information in accordance with the topic of interest. According to Warren and Karner (2009) conducting a research interview is an extraordinary form of conversation in which the interviewer questions the interviewee on a subject chosen by and of interest to the interviewer. This type of interview is seen as a qualitative interview, being seen as a semi-structured or loosely structured form of interview.

It is felt (by the author) that the interview method, being as it is inter-active, easy to conduct and informal in approach is good, particularly when there is no restriction on the type or format of question as the interviewer can introduce any topic into the 'conversation' (Rugg and Petre, 2007). This best suits the topic under discussion. The researcher will conduct only one interview as there is only one person in the firm who deals with HR related matters.

Though this may limit the choices available to the researcher however, since this research study is focused on just one organization therefore the overall limitations may well remain as one of the permanent part of this research study.

3.7. Ethical Considerations

Every research study involves a certain degree of ethical consideration therefore this study will also look into the possibility of any ethical violations. Till this stage however, researcher does not consider any issue which may give rise to the ethical considerations. Further, researcher also acknowledges the Coventry University Ethical approval process.

3.8. Validity and Reliability

"Validity is often defined by asking the question: Are you measuring what you think you are measuring?" (Kerlinger, 1979,p.138, cited in Kvale, 1996,p.238) There is a greater emphasis on the exact degree or extent that the information gathered, assists the researcher in proving the hypothesis. (Kvale, 1996) Interview investigations are

common practice in qualitative research; therefore it is significant to illustrate the challenges to validity at the various stages."

Since this research study will be based upon conducting the interview therefore the overall validity of the research depends upon how the interviewer conducts the interview. The interviewer therefore need to understand the subject thoroughly and must develop a better understanding of the different dynamic involved in the overall conduct of the study.

Further, in order to improve the reliability, it is important that the research study must be deeply grounded into the theoretical assumptions. Thus the theory must be strong enough to ensure the logical conclusions to be made.

The overall reliability however, depends upon the adequacy of the design of the research study. Since this research study will involve face to face interview with the respondents, researcher therefore considers the overall research methods as reliable.

3.9. Limitations

Since this study will be limited to one organization only therefore researcher envisages the basic limitations due to small sample size. Further due to resource constraints, the researcher also considers that the overall depth of the study may be limited. It is now the intention to outline the overall aims and objectives of the methods used as well as to outline the benefits of the research to those involved as respondents. The expressed consent of the respondents can only be obtained after the researcher fully explains the overall aims and objectives of the project. This research can only be carried out if all those taking part give express permission to taking part in the research**.** It is however, important to note that the identity of the respondents will not be kept secret and the proposed case study on the recruitment may indicate the names of the officials of the firm while citing their overall opinions.

The researcher also acknowledges the Ethical Approval Process of Coventry University.

Chapter 4 Data Analysis

4.1. *INTRODUCTION*

As discussed in the section on methodology, this research will be based on an interview with an individual manager in the firm who is responsible for all the matters relating to Human Resource Management (HRM). The actual interview questions used are available as an appendix below.

4.2. *Advertising Strategy*

A closer analysis of the data indicates that the firm maintains an internal database of the candidates who have applied previously. Thus when a vacancy arises, the firm tends to run a search on its internal database to short-list some suitable candidates who are then subsequently informed of the vacancy by either phone-calls or e-mails. However, if there is no suitable match available, the firm then advertises the position in the country's leading newspapers to attract new applicants. This suggests that the firm has effective control over the management of the database which can readily reduce the cost associated with the recruitment.

It is also important to note that the firm adopts a different procedure for attracting expatriates because in this case the firm uses agencies in order to attract more candidates before their resumes are passed on to the HR manager for interview purposes. Agencies hired by the firm often advertise these positions in their own local newspapers. What is, however, significant to note is that the company is using a method which is not only cost-effective but can also allow the firm to tap into new, and potentially good, candidates.

Talented expatriate management is regarded as crucial for a successful business whereas unqualified expatriate managers are often regarded as possible business failures. This may happen because many multi-national corporations tend to hire expatriates to manage at a high level of management. (*Barber, 2000 , p.352*).

As is understood from the answers, the company does not perform the role analysis or review of roles to find out if there is need to fill this position. This shows a weakness in the starting process as Taylor (*2002*) emphasized. As a position became vacant a review of the position should be conducted to have a clear understanding of the

position and whether the vacancy should be filled or other arrangements made as roles evolve over time, including restructuring the roles to avoid recruiting new employees. After the analysis is conducted then the decision should be taken to hire internally, externally or not at all. This procedure can save the company a great deal of resources, as the recruitment process is long and can have high cost implications. *(Taylor, 2002).*

It is important to note that the firm uses only two methods for advertising the available vacancies; either through advertising in the local market or relying on the recruitment agency to advertise in their own local newspaper. This however, seems to be in contradiction with the fact that the firm already has access to the international pool of the employees with the help of the recruitment agencies. This method however, can be more effective if the firm is looking for employees who are duly endorsed by their respective governments. Using the services of the employment office therefore can effectively allow the firm to deal directly with the governments of the region from which the firm attempts to hire. In addition the candidates, who will be forwarded for the positions, have already been properly evaluated in terms of their security clearance and other background checks. This can be relatively more important in the current environment wherein different regulations actually require the firms to get the criminal record of their potential employees before hiring them.

The company has limited resources in the recruitment procedure and often local newspapers are not enough when looking for the desired candidates. On these occasions the company will consider using professional and trade magazines or its own website when advertising vacancies as not every expatriate reads the local newspapers.

Another important point is that the company does not seem to have a proper procedure for advertising the vacant position internally within the company first. As asserted by Moreland, (*1999*) that organization should advertise the job opportunities within the company then - if there are no qualified candidates - they should take the other steps as external advertising, word of mouth referrals and other techniques which can be cheaper and obtain better results in some cases. (*Moreland, 1999, p.235*).

The overall procedure for requisition of employees from the line managers includes a simple email sent to the HR manager. However, it seems that the recruitment is solely done by the HR manager with little or no intervention from the Head of Department of the line manager. HRM prepares a monthly personnel list and then this list is distributed to all Heads of Department so they can go through the list and see the shortage of staff. This action looks a bit strange as the Department Heads wait for the feedback from HRM department. The question, therefore, is how the Department Head manages for this period without knowing there is a shortage in manpower. That means the vacant position can be filled in other ways as mentioned above, because if the department is aware of a need they will not wait until they get the personnel list. This will push them to request the new hire as soon as possible rather than face problems on the work site or in the office.

The justification for new staff must include why the department needs them and that there is no other way of fulfilling the role than hiring new employees.

4.3 Selection Criteria

It is also important to note that the firm has developed standard job descriptions and, if there are different demands from the departments, the firm tends to deal with these on an individual basis. It is usually the responsibility of the HRM to ensure that the standard job descriptions as well as the selection criteria match closely. This also means that the HR manager has to ensure that the selection criteria and the job description match each other. *(Roberts, 2005, p.7).* The company should be dependent on the experience of the HR managers to make the necessary changes to the job description or selection criteria to match them both, but often this practice is based on the updated job description as performed by job analysis. This is not always best procedure.

Selection is one of the most important functions of HRM as the results of each selection remain within the company for a long time especially with regard to the higher positions and senior managers where their decisions affect the success of the organizations. (*Moreland, 1999, p. 235*)**.**

It is a crucial decision as the result of that decision remains with the organization for some time and involves a great deal of resources being invested in the selection process, The selection process of senior managers is required to be much more

lengthy and costly as these managers will influence the performance of the organization. (*Mailer, 1998, p.53*). The company uses the same selection process for senior staff as juniors. This can be regarded as a weakness in the selection method of seniors as they cost more in the recruitment process and their decisions will affect the organization performance. Therefore there should be different criteria in terms of selection.

The HR manager must be involved in the criteria development of selection and the development on an annual basis if need be. The company does not seem to have a clear procedure for the selection process, particularly as regards post-interview as, in some cases; if the applicant response was not satisfactory then a written test might be required. It is very clear that the process is not developed enough although this step is considered as vital for the company. Also another two important steps which take place in selection - screening and short listing - were never mentioned as a part of the selection development. The two actions are very important and the company should conduct them carefully as, if an error occurs in these processes, then the results become undesired. It is very simple to miss a highly qualified applicant while screening or short listing. If there is no professional staff who can handle these processes carefully then the outcomes will affect the whole recruitment and selection process.

Roberts (*2005*) is also of the opinion that a poor selection process ignores the importance of information, while a good selection process ensures the potential candidates have sufficient information about the role which they propose to perform. The structured selection process is the best way of identifying the most suitable candidates. (*Roberts, 2005, p.16*). In discussion with the HR manager the information which is given to the local candidates is currently given in a brief verbal form. This is an inefficient way as the information provider could accidently withhold valuable information regarding the company or the role, especially if there is a large number of candidates. Whereas the normal practice for most employers is to provide printed documents illustrating the role, the reporting procedure, the organization chart and the direct manager or supervisor as well as company background and the ethics and mission statement. This essential information is very important for every candidate as it gives them a clear picture of the company, its role

and what is expected from the employees as well as employee amenities and facilities. The only printed document the company does for expatriates regarding this information is also very brief and seems inappropriate as it is given just before the interview is about to take place. These documents should reach the applicants in sufficient time so they can read or ask for further information if need be, but the practice is that the document is distributed just before the interview and as stated in the answer given by the HR Manager some people leave immediately after they read this information because they do not find it very attractive. This is a very clear indication the information is insufficient and this can lead to missing out on capable candidates.

Another critical situation is when the selection criteria are different for the current job description. In this case the company under the investigation uses no formal procedure. It depends on the experience of the HR Manager who decides on the correct information. As stated above (*Roberts 2005*) this is a crucial area where there should be a formal process to guarantee better selection procedures. As the experience itself not enough it needs a proper procedure in place to ensure all information is recorded professionally. (*Roberts, 2005, p.16*).

This step is very important in order to decide the correct information about the position and then to carry out the job description and personal specification. However the company does not perform job analysis and this was not conducted for the past four years. Most of the writers of Human Resource emphasize this (*Adams, 2006*). Job analysis is a primary task of organization and sets a standard for human resources experts to effectively handle all activities related to the job. The two main activities which related to the job analysis are job description and person specification. (*Adams, 2006*). Therefore this process of job analysis is vital for the organizations to ensure that the job description and person specification contains the correct information. (*SC, 2010*). Analyzing the job is very useful way for various reasons. It can improve employee performance evaluations and promotions by identifying the level of work the employee has been accomplishing well and specifying the level of work required for the new job.

4.4 Employee Turnover

One of the earlier assumptions made by the researcher was based on the fact that the firm is facing a high turnover. However, from the latest figures and description provided by the HR manager, the turnover now is in the medium range. This may be due to the overall job market which has been badly affected by the current financial crisis. The increasing level of job insecurity might have been one of the key reasons as to why the employees were able to retain their positions in the firm. *(Claydon, 2010, p.163).*

Another important reason as to why the firm may have experienced the medium level employee turnover is the overall improvement in the work processes and the environment. Better pay structure as well as the improved organizational environment might have been the key factors behind the reduction in the employee turnover.

Another important element which has resulted into the decline of the employee turnover is the improvement in the overall selection process. According to HR managers, the company has been able to improve its selection methods and is now keen to hire those employees who are willing to stay with the firm for longer period of time.

It is important that job descriptions are updated to ensure that an employee is performing the duties necessary for the success of the organization and for his continuing professional development. Although one person may be doing the actual update, the process must be a joint collaboration. The update should be viewed as an opportunity to better reflect the employee's progress and a time to redirect strategies to uphold the vision of the organization whether they are for the progression of an employee in his current position or the progression of the organization,

Human Capital is the source of competitive advantage and talent management. Its responsibilities include setting plans to meet the organizational objectives by hiring the qualified employee in the right time in the right place. (*Claydon, 2010, p.163*). This competitive advantage can be easily obtained when the company hires more capable candidates than its rivals and retains them by rewarding them more than others offer. An organization which has a recruitment strategy that supports the planning of attracting the required number of talent applicants also retains existing quality employees.

Poor recruitment process procedure can lead to many undesirable outcomes, which affect the performance of the organization; the first consequence being a high turnover of employees resulting in a high direct cost related to the recruitment process but also indirect costs such as time spent in looking for new employees. Another important aspect is job satisfaction. When the employee is not satisfied about the role which he/she plays in the organization, this will result in a poor performance and lead to lower employee motivation. (*Duraisingam, 2005, p.8*). Selection process has many techniques, but the most common techniques are Curriculum Vitae, which most organizations request as an essential document; the other important document is the Job Application and attached references. Checking these documents is considered as best practice in selection techniques. After the document screening is completed a structured interview should be conducted to obtain any missing information. In addition the set of questions asked should be based on an updated job description. It is claimed that the use of an interview panel is more effective than a single interviewer; it is also recommended that the panel should be a balance of professions and gender (*Duraisingam, 2005, p. 8*). The company uses one-to-one interviews which is not the normal practice for the majority of employers. The company should improve this practice by using an interview panel and, when hiring seniors, the company should ask the applicant to deliver a presentation. After the selection process is completed an induction programme is needed to help new employees to perform well and to remain in employment.

4.5. Internal Recruitment

The department concerned discusses its needs with the HR Manager and searches for appropriate candidates including the possibility of promotion or transfer from other departments. It is managed between the HRM department and the department concerned. As we have discovered, the proper procedure is that the position should be notified to all employees to ensure the message reaches all employees. *(Derek, 2008, p146).* This is a fair strategy as all employees have the same opportunities to be promoted. Those working within HR highlight this method as effective as it is cheaper, quicker and helps to keep the employee in position with hopes of promotion. There is a practice within HRM to promote locally. If there is no one capable then the company can advertise the role externally.

4.6. Interview Process

The organization employs a very straight forward and simple method for conducting interviews and informing the candidates who have been successful. The overall interview process takes place mostly at the office premises. In some private areas, the HR manager decides which candidate to be hired whereas in some cases, it is the decision of line managers and Heads of Departments to which candidate to hire.

The successful candidates are informed either by phone or by other methods and, as such, the overall interview process seems to be straightforward and simple.

This process may seem relatively inefficient as it seems the overall recruitment process is mostly done on an informal basis. Further, the role of HR manager is relatively more significant in the overall recruitment process. There is a greater involvement by the HR Manager if they have worked as a line manager in any of the department in the past and seem to have significant influence upon who is to be hired and who is to be refused. This approach therefore may not result into attracting more qualified employees because of the fact that the line managers may not a significant say in the overall recruitment process.

This is also significant because the overall job conditions and requirements often change and given the fact that the organization has already established job descriptions which are amended on a case-to-case basis this may create significant skill gaps between the skills of the employees as well as the skills required to accomplish the tasks at hand. This gap can therefore be only filled if the line managers have more say in the assessment of the candidates.

An interview is a very common process, used for selection techniques; the types of techniques used can be structured or unstructured - the unstructured interview is more common but gives less of a result than the structured one. A structured interview is designed to obtain specific information related to the criteria used to measure the performance of candidates. Interviews are described as one of the best techniques for selecting candidates but they have some drawbacks such as the interviewers cannot keep the same level of concentration during the whole interview, resulting in a drop of valuable information between the start and the end especially if the interviewers do not prepare well for the interview. (*Hooi, 2007, p. 369*).

The company often uses a less structured interview to create a more informal approach especially when dealing with senior staff.

4.7. Communication with Applicants

It is often argued that organizations must develop a connecting link between the organization and the potential employees by regularly communicating with them through the recruitment magazines and other channels of communication.

The application form is an important element of communication and its basic remit is to offer information such as;

Health;

Qualifications;

Experience; and often;

Age

This information is often not sufficient as the agency should know more details about the role to be performed and the employer should pass on all relevant information about the job, such as working hours, night shifts, overtime to done in some circumstances, rotation, stay over if there is no relief, salary and method of payment, sick leave, annual leave and what expectations the job holder might have. The job description and person specifications should suffice for most of all this information. The candidates should be made aware of all the job conditions and this information will make the picture very clear for the applicant who is going to be attracted by the agency and then the applicant can decide whether or not to apply. If, however, this information was not passed on to the applicant and they accepted the job then, when they start the work, they will find many things that they were not told about and find the job harder than they thought or not as they hoped and the result will be very low performance and consequently the candidate quit the job or be dismissed, thus making the turnover very high. (*Duraisingam, 2005, p. 8*). The agency should be familiar to the company they are recruiting for. They should be aware of the environment of the company as this will help them to attract the suitable employee who can be retained, with this information ultimately being passed on the candidates.

The level of technologies used in the organization is a key determinant of the types of application forms; some organizations using hard copy and others using online application. These forms which are designed to extract specific information about the applicant should be designed carefully, their disadvantages being that they cannot assess the soft skills such as leadership and personalities. These attributes can be assessed by holding interviews and other tests. The use of these forms is for simple screening processes to identify the level of education, knowledge and experience. (*Roberts, 2005, p.7*). Its normal practice is the use of hard copy which limits the applicant as few applicants can access this form whereas if the form were uploaded this would increase the range of possible applicants.

The company's application form must comply with local legislative requirements, as the company must adopt any changes arranged with the local employment office where all publications must be examined first. The company needs to maintain a good relationship with all sources of information, but when the application form was assessed, it was found not to match with international legislative requirements, as the form contained plenty of personal data related to the personal lives and peoples' beliefs.

They must reflect non-discrimination and equal opportunities for all employees and all employment, pay and disability rules. It is expected that all disabled people have the same opportunities as everyone else unless a specific disability prevents them from performing the job.

An application form should avoid personal questions which might offend the candidates, and might result in poor responses from the candidates or put them off applying completely. Furthermore, in some European countries these questions are illegal especially including religious and political beliefs. The purpose of recruitment is to identify and attract potential employees, who are best fit for the organizations. (*Breaugh, 2009, p.665*). It is Barber's assertion that organizations have become competitors on the attraction, not the selection, of highly qualified and talented employees. One of the reasons recruitment is such a hard task is the general shortage of the qualified and talented employees.

It is often claimed that a variety of techniques is more effective than one method. These techniques are used to identify the skill and knowledge of candidates, to achieve better selection decision. The Germany Army was the first to use these tests in 1930 and after that was used by British and American armies. (*Mailer, 1998, p. 53*) The writer reinforces the view that the interview is the most common selection method and it is widely used by UK employers, although many researchers have examined the traditional method of interview and found it, in many ways, weaker as an assessment than other tests. The company being researched tended to use only one selection tool and this is something that needs to be addressed.

Selection is potentially the most crucial decision in the organizational process and involves a great deal of time and resources to ensure the right decision. The selection process of senior managers is considered to be more lengthy and costly as these managers often have a greater influence the performance of the organization. (*Mailer, 1998, p. 53*).

4.8. External Recruitment Including the Internet

Recent literature on recruitment process therefore is now mostly focused on understanding the organizational dynamics behind the decision as to whether a firm must outsource their recruitment process or retain the process at the internal organizational level. The company practice for the local market is to hold the whole recruitment process from advertising to appointments without the help of any agency. The company should always consider an external agency as they have more experience of the local market.

Meskanick, (*2009, p62*) claimed that the outsourcing of the recruitment process is another critical aspect regarding either the entire or key parts of the recruitment process. It is argued that the organizations, in order to meet the competitive challenges, as well as to ensure that they focus on their core competencies, must decide on what aspects and activities of the recruitment process they will outsource in order to exclusively focus on the development of their core competencies (*Meskanick, 2009, p62*) The involvement of recruitment agencies seems very limited in ADWOC. Meskanick argues that the agencies should do more work than merely gathering the candidates; they should do the first screening, short listing and make candidates ready for the final interview and selection process. This theory suggests these steps to save

time and money as the recruitment procedure is lengthy and costly and organization needs to focus on their core competencies. Although the agencies gather together the candidates, the company does the rest and could benefit from making greater use of the agency.

E –recruitment can take different forms; it can be managed directly by the employers or by cyber-agencies as these two methods are very effective in terms of their results and costs. The firms can save large amount of money by cutting down the cost of advertising, printing brochures, applications forms and the other major benefit is short listing which can be done electronically by using software to match online applications forms or CVs to the organization's requirements. (*Pollitt, 2007, p. 26&2)* The company is not making enough use of the technology which it possesses and should make greater use of the internet as this can widen the coverage of recruitment and allow the international candidates to apply online as well as matching CVs to job requirements.

4.9. *Conclusion*

For the purpose of this report, it was felt that the Interview Questions and Answers were sufficient to obtain the information required for the analysis of recruitment and selection within the company.

It is felt that the organization has a good understanding of that is required to make this process effective BUT there are some issues which need to be addressed by the company involved.

First, the organization needs to look at the way it communicates the need for new and vacant positions to the people responsible for recruitment; secondly, it needs to enlist an employment agency specializing in the recruitment of senior management staff; thirdly, it needs to widen its newspaper advertising and coverage area once a vacancy has been indentified, especially true for professional and managerial vacancies; fourthly, it needs to look more closely at advertising internally before beginning an external search; and fifthly, it needs to consider changing its interview structure to a more semi-structured nature, as described above.

These are my findings based on the answers to the questionnaire as attached below.

Chapter 5:

5.1. **Conclusion**

This project has been designed to evaluate the best practice within the recruitment process using a selected company as a case study. It contains several definitions and meanings involved within this process, the need for it and its function, its evaluation, sources and offers clearly delineated proposals for an efficient recruitment process.
An organisation that aims to recruit suitable employees has to follow a scientific recruitment and selection method, searching for the right workforce and a job analysis which gives a broad picture about the job requirements. The next important process is selection, itself, with initial screening, shortlisting and appropriate tests.

Recruitment and selection are complementary processes and they are incomplete without each other. These processes are vital for any organization that seeks sustainability and prosperity, and the need for support from higher management is crucial.

The recruitment process is an important activity of Human Resource Management. It is an important tool that is used by large number of businesses and corporations. Recruitment is a form of business competition. It helps organizations to achieve their goals and objectives. That is the reason why recruitment requires serious attention from the highest level of management, because business sustainability is connected to the talent of employees to ensure profitable and long term progress. It has certain defined steps as illustrated in most HRM text books. It is followed through sequential processes, such as screening, interviews, selection, orientation and placement. Most of these processes depend on the labour market in which the organization exists.

Recruitment processes are a two-way system by which organizations search for prospective candidates and vice-versa**.** The success of recruitment depends on the time which is spent on the whole process. Any organization that wants to be successful in this process has to set strong recruitment plans. Organizations, before recruiting, must answer two questions; how many employees are required for the job

and when are they needed.   The timetable should include the resume, job application, when it was submitted, invitation, interview, offer acceptance, and the time when the applicant is hired. The average time for applicant to fulfil all this is estimated to be 43 days. (*Clydon, 2010, 250*).

Internal recruitment is the process of promoting a current employee to a higher position or transferring him to another department. There are several issues to be considered here. Some managers might not give permission for the employees to be interviewed, or to be transferred to another department or to be promoted. The majority of managers and supervisors are reluctant to free the current employees if there is a pay reduction involved. **(***Clydon, 2010, 200***)**.   Support from higher management is needed to overcome these problems connected with promotions and transfers; a clear policy has to be established and supported by such higher management.   Internal recruitment involves job posting, employee referrals and temporary work pools. Advertising the job can take various forms including bulletin boards, the company's newsletter and the company's internet.   (*Barber 2000, p 170).*

External recruitment is the process of recruiting from the labour market. This type of recruitment happens when the employers cannot find the required skills internally. External recruitment varies between large and small organizations and the sources of external recruitment include the following; executive search, recruitment agencies and recruitment advertising.

Employers also have good relations with universities and colleges from which to recruit qualified candidates and often have good contacts with recruitment agencies. Recruitment advertising has many forms including newspapers, employers' home page, careers fairs, job centres.

Employers have to set the correct job expectations and qualification for the job to help the search for the right candidates and the realistic expectations will save the time of the employers in finding appropriate candidates.

Recruitment is a vital process carried out by Human Resources Management and a major part of this must be the selection process which needs to be a greater responsibility for any organization. All of these processes are about selecting the

most skilled and qualified candidates, who can help the organization to achieve its goals i.e. to gain a strong advantage over its competitors.

Human Resources Management has a huge responsibility to recruit the best candidates from the best and most suitably qualified pool of available talent but at all times must remain cost conscious.

5.2. RECOMMENDATIONS

- The organization develops a suitable formal written request such as a requisition form or memo stating the reason for new hire along with sufficient data analysis to justify the need of additional new hires.

- The organization should provide the employment agency with more detailed information for each targeted category and information about the company culture as well.

- All candidates should be provided with written sufficient information that makes them very clear about the role which they will be expected to perform and about the work environment and the company culture. This information should be passed on to all applicants at least three days before the interview.

- The organization advertises all vacant positions internally in the first instance.

- The company should conduct job analysis as the position become vacant, or any changes happening to the job as it is being carried out

- Job description should be updated in the correct manner and should be based on the job analysis.

- The company should use interview panel rather than one to one.

- The interview questions should be based on updated job description

- The company should use the company's website for recruitment.

- The organization uses structured interviews for all positions classed as medium to high skilled.

- Proper advertising procedure should set out to ensure the advertising strategy reaches the targeted employees..

- Determination of recruitment strategy should be based on the recruitment requirements as the targeted segment workforce varies from one level to another**.**

- Advertising should be written by a professional advertising agency, especially for senior and managerial jobs to convey the right message.

- An interview evaluation form should be completed clearly identifying the reason for selection and rejection of each candidate.

- Different selection criteria should be used, when selecting senior and junior staff as seniors cost more in the recruitment process and their decisions will affect the organization performance.

- As the time and the source of primary data were limited, that might affect the quality of research, therefore further researches are needed for the selection process.

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Appendix A
Interview questions.

RECRUITMENT AND SELECTION PRACTICES IN A SELECTED ORGANISATION

INTERVIEW QUESTIONS

1. What is the process which you use in order to inform the appropriate candidates if there is a position vacant?

2. What is the procedure which is applied to decide that the position actually needs to be filled?

3. What is the involvement of HR managers in selection criteria development?

4. if the selection criteria are different to the current job description, what process is used to decide on the correct information?

5. What is your personal opinion for high and low turnover of skilled employees

6. What is the procedure to recruit candidates internally?

7. How do you determine the methods of recruitment?

8. Do you perform job analysis before deciding about the recruitment?

9. What sources of recruitment are best?

10. Are recruitment agencies involved? What are their benefits to your organization.

11. What specific information do you provide to a recruitment agency?

12. How do you ensure legislative requirements are addressed when recruiting?

13. Who basically writes recruitment promotion?

14. What strategy do you adapt for vacancy advertising

15. What is the involvement of higher management in approving the ad?

16. Does the application form apply to all types of employees? If not, is there another method used?

17. Does your application form comply with legislative requirements?

18. What is your decision criteria for selection?

19. 20. How you perform job analysis?

20. How job description is changed or updated?

21. Do you use any specific interview technique?

22. Are there any differences in this technique for internal as well as external candidates?

23. What information you provide to the candidates before interview?

24. Please describe the room in which interview is conducted?

25. Is this quiet and private place?

26. . Do you believe that this room provides proper place to conduct the interview?

27. . What techniques you use to relax your candidates?

28. What process is adapted after the interview for selection?

29. . Who is involved in this whole process of selection?

30. How do you notify the applicants for their success?

31. . How do you actually ensure that all the information is passed on to the employees after they are successful?
32. What type of industry does your organization participate in?

33. How many employees work in your organization?

34. What percentage of your workforce is highly skilled?

35. What percentage of your workforce is low skilled?

36. What percentage of your workforce is unskilled?

37. What percentage of your employees are employed as:
Full time _____%
Part time _____%
Casual _____%
Temporary _____%
Contract _____%

38. How would you rate the turnover of staff in your organization? (please circle)
High, Medium, Low:

39. Do you have reasons for this percentage of turnover?   Yes. No. If yes state the reasons?

40. Have you searched for the reasons? Yes. No

41. Do you have more than one category or type of employee? If yes, please list.

42. Does the recruitment and selection strategy differ for each category? If yes please give examples.

43. Who is responsible for recruitment in the organisation?

44. Who is responsible for selection in the organisation?

45. Do you have an Internet site? (please circle) Yes No

46. Do you use the Internet site for recruitment? Yes No

47. Do you have a requisition form for vacant or new positions? Yes No

48. Do you take into account any legislative requirements when recruiting? (please list)

49. Do you use job descriptions and/or duty statements? Yes No

50. How often are job descriptions reviewed? (please circle)
Not at all
Monthly
Every 3months
Every 6 months
Yearly
As position becomes vacant

51. Which of the following sources do you use for recruitment? (please circle)
Newspaper
Internet
Referrals
University Notice Boards
Word of Mouth
Graduate Recruitment Services
Executive Search
Employment Consultant
Recruitment Agency
Other (please list)

52. If you advertise a position in the newspaper, what paper do you use? (please circle)
Local, International, Professional magazines, Industrial magazine:

Other: List --

53. Do you have an application form? Yes No

54. Does the organization have a policy regarding internal recruitment versus external recruitment?

55. In the last five positions that you filled, what percentage was internal to external?
Internal _____%
External _____%

56. Do you use employment consultants? Yes No
If yes, how often? _____

57. Do you use recruitment agencies? Yes No
If yes, how often?

58. If you require applications and resumes to be sent in, do you acknowledge the application? Yes No

59. Do you use interviews as part of your recruitment process? Yes No

60. What type of interview process do you use? (please circle)
Panel
One on one
Group
 Video conference
Telephone interview
Computer-assisted interview
Other (please list)

61. How would you class your interview structure? (please circle)
Formal & structured
Semi-structured
Unstructured

62. What type of interview technique do you use? (please circle)
Listening
Questioning
Note-taking
Other (please list)

63. Do you have a specific room to conduct interviews in? Yes No

64. 31 Do you notify all applicants even if they are unsuccessful? Yes. No

65. Do you have an evaluation process for recruitment & selection? Yes. No

Appendix B

Low Risk Research Ethics Approval Checklist

Name: Abdulmoti Elbouashi	E-mail :elbouasa@uni.coventry.ac.uk
Department : Faculty of business, environment and society	Date :13/01/2011
Course Msc International Business	Title of Project : To evaluate the best practice within recruitment process

Summary of the project in jargon-free language and in not more than 120 words: • Research Objectives

Summary

This Research has been conducted to evaluate the best practice within the recruitment process, as a case study for Arab Drilling and Workover company. The study contains several definitions and meanings involved within the recruitment process, the necessity for it and its function, its evaluation, sources and offers clearly delineated proposals for an efficient recruitment process. Scientific recruitment processes are fundamental for any organization that seeks sustainability and prosperity, and the need for support from higher management is crucial.

To achieve the above description of recruitment processed, four main objectives were prepared.

Research objectives

1. To critically review the current literature on the recruitment process.

2. To critically evaluate Arab Drilling and Workover Company's recruitment procedure.

3. To examine the main differences between recruiting senior and junior staff at Arab Drilling and workover company.

4. To make recommendation for improvement of recruitment process for Arab Drilling and Workover Company.

Participants in your research

1. Will the project involve human participants?	Yes	

If you answered **Yes** to this questions, this may **not** be a low risk project.
- If you are a student, please discuss your project with your Supervisor.
- If you are a member of staff, please discuss your project with your Faculty Research Ethics Leader or use the Medium to High Risk Ethical Approval or NHS or Medical Approval Routes.

Risk to Participants

2. Will the project involve human patients/clients, health professionals, and/or patient (client) data and/or health professional data?		No
3. Will any invasive physical procedure, including collecting tissue or other samples, be used in the research?		No
4. Is there a risk of physical discomfort to those taking part?		No
5. Is there a risk of psychological or emotional distress to those taking part?		No
6. Is there a risk of challenging the deeply held beliefs of those taking part?		No
7. Is there a risk that previous, current or proposed criminal or illegal acts will be revealed by those taking part?		No
8. Will the project involve giving any form of professional, medical or legal advice, either directly or indirectly to those taking part?		No

If you answered **Yes** to **any** of these questions, this may **not** be a low risk project.
- If you are a student, please discuss your project with your Supervisor.
- If you are a member of staff, please discuss your project with your Faculty Research Ethics Leader or use the Medium to High Risk Ethical Approval or NHS or Medical Approval Routes.

Risk to Researcher

9. Will this project put you or others at risk of physical harm, injury or death?		No
10. Will project put you or others at risk of abduction, physical, mental or sexual abuse?		No
11. Will this project involve participating in acts that may cause psychological or emotional distress to you or to others?		No
12. Will this project involve observing acts which may cause psychological or emotional distress to you or to others?		No
13. Will this project involve reading about, listening to or viewing materials that may cause psychological or emotional distress to you or to others?		No
14. Will this project involve you disclosing personal data to the participants other than your name and the University as your contact and e-mail address?		No
15. Will this project involve you in unsupervised private discussion with people who are not already known to you?		No
16. Will this project potentially place you in the situation where you may receive unwelcome media attention?		No
17. Could the topic or results of this project be seen as illegal or attract the attention of the security services or other agencies?		No
18. Could the topic or results of this project be viewed as controversial by anyone?		No

If you answered **Yes** to **any** of these questions, this is **not** a low risk project. Please:
- If you are a student, discuss your project with your Supervisor.
- If you are a member of staff, discuss your project with your Faculty Research Ethics Leader or use the Medium to High Risk Ethical Approval route.

Informed Consent of the Participant

19. Are any of the participants under the age of 18?		No
20. Are any of the participants unable mentally or physically to give consent?		No
21. Do you intend to observe the activities of individuals or groups without their knowledge and/or informed consent from each participant (or from his or her parent or guardian)?		No

If you answered **Yes** to **any** of these questions, this may **not** be a low risk project. Please:
- If you are a student, discuss your project with your Supervisor.
- If you are a member of staff, discuss your project with your Faculty Research Ethics Leader or use the Medium to High Risk Ethical Approval route.

Participant Confidentiality and Data Protection

22. Will the project involve collecting data and information from human participants who will be identifiable in the final report?		No
23. Will information not already in the public domain about specific individuals or institutions be identifiable through data published or otherwise made available?		No
24. Do you intend to record, photograph or film individuals or groups without their knowledge or informed consent?		No
25. Do you intend to use the confidential information, knowledge or trade secrets gathered for any purpose other than this research project?		No

If you answered **Yes** to **any** of these questions, this may **not** be a low risk project:

- If you are a student, discuss your project with your Supervisor.

- If you are a member of staff, discuss your project with your Faculty Research Ethics Leader or use the Medium to High Risk Ethical Approval or NHS or Medical Approval routes.

Gatekeeper Risk

26. Will this project involve collecting data outside University buildings?	Yes	
27. Do you intend to collect data in shopping centres or other public places?		No
28. Do you intend to gather data within nurseries, schools or colleges?		No
29. Do you intend to gather data within National Health Service premises?		No

If you answered **Yes** to **any** of these questions, this is **not** a low risk project. Please:

- If you are a student, discuss your project with your Supervisor.

- If you are a member of staff, discuss your project with your Faculty Research Ethics Leader or use the Medium to High Risk Ethical Approval or NHS or Medical Approval routes.

Other Ethical Issues

30. Is there any other risk or issue not covered above that may pose a risk to you or any of the participants?		No
31. Will any activity associated with this project put you or the participants at an ethical, moral or legal risk?		No

If you answered **Yes** to these questions, this may **not** be a low risk project. Please:

- If you are a student, discuss your project with your Supervisor.

- If you are a member of staff, discuss your project with your Faculty Research Ethics Leader.

Principal Investigator Certification

If you answered **No** to **all** of the above questions, then you have described a low risk project. Please complete the following declaration to certify your project and keep a copy for your record as you may be asked for this at any time.

Agreed restrictions to project to allow Principal Investigator Certification

Please identify any restrictions to the project, agreed with your Supervisor or Faculty Research Ethics Leader to allow you to sign the Principal Investigator Certification declaration.

Participant Information Leaflet attached.
Informed Consent Forms attached.

Principal Investigator's Declaration

Please ensure that you:
- Tick all the boxes below and sign this checklist.
- Students must get their Supervisor to countersign this declaration.

I believe that this project **does not require research ethics approval**. I have completed the checklist and kept a copy for my own records. I realise I may be asked to provide a copy of this checklist at any time.	+
I confirm that I have answered all relevant questions in this checklist honestly.	+
I confirm that I will carry out the project in the ways described in this checklist. I will immediately suspend research and request a new ethical approval if the project subsequently changes the information I have given in this checklist.	+

Signatures

If you submit this checklist and any attachments by e-mail, you should type your name in the signature space. An email attachment sent from your University inbox will be assumed to have been signed electronically.

Principal Investigator

Signed Abdulmoti Elbouashi .... (Principal Investigator or Student)

Date 13/01/2011...
Students storing this checklist electronically must append to it an email from your Supervisor confirming that they are prepared to make the declaration above and to countersign this checklist. This-email will be taken as an electronic countersignature.

Student's Supervisor

Countersigned .... (Supervisor)

Date..
I have read this checklist and confirm that it covers all the ethical issues raised by this project fully and frankly. I also confirm that these issues have been discussed with the student and will continue to be reviewed in the course of supervision.