

# PROSPECTUS

for



## HUMAN RESOURCES SOLUTIONS

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Business & Training Solutions provides consultancy and training services for organisations large and small throughout Ireland. This prospectus details the range of Human Resource Solutions available under the following headings:

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## **MANPOWER PLANNING**

In simple terms Manpower Planning is about ensuring that you have the right people in the right place in the right numbers at the right time in order to achieve the organisation's goals. A strategic approach to manpower planning involves taking a holistic view, which would include such elements as:

- Recruitment – finding the right people in sufficient numbers to be able to make a choice
- Selection – employing effective methodologies for making qualified decision
- Foundation – integrating people into your culture
- Induction – ensuring transfer of their knowledge, skills, abilities and the training you have provided into the workplace
- Development -moving people forward to meet the challenges of a dynamic environment

BTS can assist you in all of these processes as well as helping you to calculate:

- Headcount forecasts
- Labour turnover
- Stability indices
- Wastage indices
- Cohort analysis

We can assist you in determining the cost of these ratios and the effect they have on profit. For most organisations a 10% reduction labour turnover can add substantially to the bottom line.

BTS can also conduct independent exit interviews with staff in order to determine the 'real' reason for leaving.

## **JOB PROFILING AND DESIGN**

BTS uses a range of methodologies in order to assist you in determining the most effective job roles to meet organisational aims. Included in these solutions are:

### **CRITICAL INCIDENT TECHNIQUE**

A flexible job analysis technique, which uses individuals, accounts of critical incidents in order to build up a picture of those aspects of behaviour, which are critical to success or failure in the job. Its accuracy depends on the number and variety of interviews conducted and the quality of integration of the data. CIT can be used with current or past (successful and unsuccessful) target jobholders and line managers.

### **REPERTORY GRID INTERVIEWS**

A technique, which draws upon the managers' experience and asks them to make comparisons between good and less good performers in the job under study. The characteristics, which distinguish between them, can then be identified. RGI Can used with current Line Manager, or Clients/Customers of the Target Job Holder.

### **NOMINAL GROUP TECHNIQUE**

A structured problem solving process specifically designed to generate ideas and produce group consensus. NGT involves getting a representative group together to obtain their ideas, discuss and clarify these, and rate the skill areas identified for importance and proficiency.

### **TASK ANALYSIS**

Current job holders in the target job complete a questionnaire which requires them to describe their key tasks, outline the key activities associated with these tasks and to state the key skills and performance measures required to carry out these tasks.

### **STRUCTURED QUESTIONNAIRE**

A structured questionnaire contains standard items from which a number individual dimensions are derived. Many questionnaires can be laborious to administer and score. They can require complex statistical analysis.

### **JOB BEHAVIOUR QUESTIONNAIRE**

A list of prescribed behavioural criteria set out in broad groupings such as Individual, Managerial and Interpersonal, which are individually ranked in order of importance for success in the job.

### **JOB DESIGN**

Following a period of analysis and internal discussion BTS will help you to design the most effective job role to meet your organisational aims.

BTS principals and consultants have a wealth of knowledge and experience in order to provide you with job design solutions, which include:

- Writing job descriptions
- Constructing job competencies
- Determining standards of performance
- Designing effective reward packages
- Drawing up employment contracts

## **RECRUITMENT PROCESSES**

Whether the employment market is wide or narrow, finding the right people in the right place at the right time can be a costly business. BTS is not a recruitment agency, which means that you will not be faced with bill based on the salary level of the new recruit but will receive a service, which is overt in terms of paying for work carried out on your behalf.

We can design the most effective process for you, either to implement yourself, in partnership, or on your behalf.

### **SHORT-LISTING**

BTS can help you to streamline your recruitment and selection process by assisting you to:

- Short list job applicants
- Take up references
- Analyse applications against job criteria
- Contact applicants to confirm or clarify application details
- Contact applicants to attend next stage of the process

### **SELECTION CENTRE DESIGN**

Research shows that selection processes that rely upon interview alone are no more effective than random selection.

BTS will help you to design the most effective method of selection to match your job requirements. Included in the solutions we offer are:

- Designing a selection centre approach
- Facilitating a selection centre
- Training your HR staff to design and implement a selection centre
- Designing aptitude, attitude, knowledge and skills tests
- Designing assessment methodologies
- Providing a template for administration of a selection centre
- Designing rating scales and recording systems
- Providing observation aids
- Ensuring that the selection process satisfies any regulatory requirements

### **INTERVIEWING**

Using behavioural interviewing technique BTS can either train your staff to conduct an effective interview with prospective job candidates or interview candidates on your behalf.

## **REWARD & PERFORMANCE MANAGEMENT**

The purpose of any good reward and performance management system is primarily to:

- Improve output
- Increase control over output volume and quality
- Link personal & organisational aims
- Act as an early warning system for shortfalls in performance
- Produce an objective system for reward
- Be motivational

All too often however, reward & performance management systems fail to deliver mainly due to:

- Too much emphasis on monetary rewards
- Rewards lack an “appreciation effect”
- Extensive benefits become entitlements
- Counterproductive behaviour is rewarded
- Too long a delay between performance and rewards
- Too many one-size-fits-all rewards
- Use of one-shot rewards with a short-lived motivational impact
- Continued use of de-motivating practices such as layoffs, across-the-board raises and cuts, and excessive executive compensation

The elements of good reward & performance management systems are:

- Role & mission clarity
- Key performance objectives established
- Indicators of effectiveness
- Performance standards for each objective
- Periodic measurement
- Feedback/ coaching
- Remedial action
- Formal assessment

BTS has a wealth of experience in designing and implementing successful reward & performance management systems which will add value to your company's performance.

## **SUCCESSION PLANNING**

One of the most difficult HR areas to tackle is the problem of succession planning. Matching the aspirations of talented staff, whilst ensuring that the organisational structure remains cost-effective – with an eye on potential overloading of management levels and duplication of effort, is a continual balancing act.

BTS has developed a succession planning product called '**FAST TRACK**' which will allow you to offer potential management candidates a tried and tested method of experiencing management before taking up a permanent management role. In this way both the candidate and the organisation can make qualified decisions about suitability of the job and the individual before moving onto a final selection judgment.

**FAST TRACK** includes some of the following elements:

- Establishment of terms of reference
- Eligibility criteria
- Time-scale suggestions
- Monitoring and evaluation processes and methodologies
- Forms of evidence and assessment
- Feedback processes
- Line management involvement
- Coaching, training and development outcomes
- Administration processes and procedures
- Appointment procedures