

## Reengineering of Recruitment and Selection Process in Descon Engineering Ltd: A Case Study

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### Abstract

The basic purpose of the case study was to examine, investigate and equate reengineering efforts of a Pvt ltd organization or to find out what hurdles they face during the process of reengineering? Why they need reengineering? In order to find out the answers of these questions that how these steps would be taken place in the developing economies. One organization is selected for the study of process reengineering which is from the engineering and service sector of Pakistan. For more depth an interview is also conducted with the senior management of the organization and has discussed about the recruitment, selections, the planning, implementations and the performance processes of BPR. A Pvt ltd sector has been selected to elaborate the phenomena at the back of BPR or the result after implementation of BPR. The proposed reengineering model will reduce the cost and increase the efficiency of the organization in a successful way. A brief and reliable background of BPR process is also extracted from the literature of the authors.

**Keywords:** Business Process Reengineering, Reengineering, Qualitative, Pvt ltd sector, Recruitment.

### Introduction

BPR is getting importance in the new era because of its marvelous results of those organizations who redesign there process. Organizations are in front of abundant of challenges worldwide e.g. technological changes, increasing demands of consumers, competitors, climate changes etc. has been rapidly changing. The organizations which have latest productive techniques give importance to time to time reprocessing. Business Process Reengineering is not definitely an unknown concept in the new era. It is a never-ending improvement process to get further performance for any organization instead of old and out dated techniques.

Some Traditional bureaucratic procedures are dwelling which hide the efficiency level and performance of the organization. Redesigning process are not oriented by the customers but by the management. The ancient procedures are costly, expensive and time consuming which results ineffective and inefficient. That's way there is a desperate need of reengineering and redesigning the outdated and traditional techniques to improve the performance.

BPR is becoming more effective for the organizations which have long term goals. It is also good news that stakeholders of the organizations are taking a part for the betterment of the Pvt ltd sector of Pakistan. Descon Engineering ltd is an engineering based company situated in Lahore Punjab Pakistan. It was established in 1977. It was started as a plant construction and services co. after that they developed it into different discipline...Now it's not only working in Pakistan, they expand their business in different countries of GCC. The major areas of focusing in the study are the recruitment process and need of redesigning, in the organization.

The purpose of the study is dual. In the first step we have to identify the blockages in the recruitment process of Pvt ltd sector, and the second step is the accomplishment of reengineering of recruitment process. BPR is one of the most significant tools for the excessive performance of any organization by which the transparency, speed and quality became the hallmarks of the economy.

### Literature Review

Hammer and Champy (1993) well-defined the BPR as "the fundamental rethinking and radical redesign of business process to achieve dramatic improvement in critical contemporary measures of performance, such as cost, quality, service and speed". BPR has developed, as the most significant and essential managerial practices or also helping in decision making for the upgrading of the organizational performance, improvement and economic growth in this century (Sychowics, 2008).

The significance of BPR is very essential for the Pvt ltd sector organizations in the economy (Parys and Thijs, 2003; Robert, 1994; Thong Yap, and Seah, 2000). The organizations working under the supervision of the government are frequently attached to most of the other subdivisions and ministries, that's why the change in one department will affect the whole organization because they are interlinked with each other. For that reason it is the moral and managerial duty of the management to solve all the problems and focus on the hurdles which come become frailer of BPR (Parys and Thijs, 2003).

Tenner and Detoro (1992) defines that BPR is a process of a solo and grouping responsibilities that would increase the value of designs, reengineering and inputs to transfigure them into result, performance and outputs by the request of social communication, tools and techniques. The author also describes some fundamentals and

also elaborate steps through which we can improve the processes by following the proper procedure to get actual objectives. For the economic growth of any organization it is essential to point out the weak areas in the organization and then configure it or rectify the errors by reprocessing and reengineering.

At any level in industrial, manufacturing or servicing department of Pvt ltd and private sector can get the advantage by applying these approaches of BPR, and enable the organizations to achieve the success and wide performance. The author majorly focused on the reengineering processes. (Sethi and King, 2003). BPR defines that it is the process be made up of diverse actions which describes the arrangements of work in the organizations.

(Fields,2007; Hammer and Champy, 1993; Harrison and Pratt, 1993; Snee, 1993). The effective redesigning processes that serves to fulfill the customer's needs by enforcing the power, inputs the funds, resources to get the desired result and output. Evans (1993) suggests the importance of studying the traditional process and existing processes in the organization it helps to clarify the blockages in the whole sector. He defines that it is the step of BPR, to find out the need of BPR in the organization, on which department it is more badly need to redesign, which factors effects the department and how they affect the other department; to fulfill this gap and strengthen the BPR and achieve the goal, performance.

(Cook, 1996; Davenport, 1993; Day, 1994; Roy, 2005; Wang and Ahmed, 2003; Muthu, Whitman and Cheraghi, 1999).BPR processes of study the challenges to accomplish operational productivity by decreasing interval and budget factors. Fitzgerald and Murphy (1996) recommend four critical phases for magnificently applying the BPR policy in the organizations. The first and the principal step is, business processes to be restructured must be selected. Secondly, the team of BPR would be selected efficiently and with strict hand.

There must be one thing in the mind that it is valuable for the performance of the organization so the selection would not be on the basis of favouritism but on the basis of their efficiency, intelligence and on experiences so, the required goal would be achieved. Third and a critical step is that to examine the areas and point out the bottlenecks in the organization, so the required precautions would be made for the satisfaction of stakeholders.

And the last step is the implementation of BPR to improve the performance. McAdam and Donaghy (1999) focus on the significance of BPR in the Pvt ltd sector and observe the assessment of the Pvt ltd sector organization's workers employees that what crucial factor they use for the efficiency of execution of the BPR in the organization. For analyzing the BPR processes, it is compulsory to inspect or examine all the steps and follow the procedure.

After analyzing the process a brief discussion is conducted to prepare then a map is generated which includes graphical representations of the redesigning process is described with the standard symbols. (Tenner and DeToro, 2000; Harrington, Esseling, and Nimwegen, 1997; Cook, 1996). The map basically shows the list of responsibilities regarding to the BPR processes of the departments within the organization.

The chart shows the some essentials features of BPR process from top to down way and each element is specified in detail. Flowchart is the physical representation of all the bodies involved in the BPR process. Block charts show the activities related to the BPR in graphics (Tenner and DeToro, 2000).

Hamper and Champy (1993) stresses on the crucial performance procedures which would be accomplished in the reengineering process used in the organization. Quality, cost and speed of the organization are the important things from which the performance of every organization is determined. Hamper and Champy (1993). These authors basically give the brief and authentic idea of BPR. Any organization instead of this either it is Pvt ltd or in a private sector, the way of running the organization is very important.

It is very unusual that every shareholder wants to increase the demand of their shares in the market or national market and wish to achieve the high level of customer loyalty. For these aims the organization must be able to update with the current situations of the organizations and the market, a big responsibility is on the top management that if there is need of redesigning in some department then must do it and take all precautionary steps that this implementation will never effect the other department.

## **Method**

The study is based on the methodologies of case studies for the examination of present recruitment process followed by the organization. The organization selected for the recruitment process is a Pvt Sector organization Descon Engineering Ltd. The data is collected by the general observation and from interviews.

View and review are collected by the member of organization including employees, managers and other executives who are being a part, directly and indirectly of the recruitment process.

For the redesigning of recruitment process it would be necessary to understand the existing process and study its drawbacks or its effects in the organization, so that many interview are conducted to the managements of the organization that would help us to generate a new or reengineered model. Qualitative method is used for the collection of data and for the redesigning of existing processes of the organization.

**Analysis**

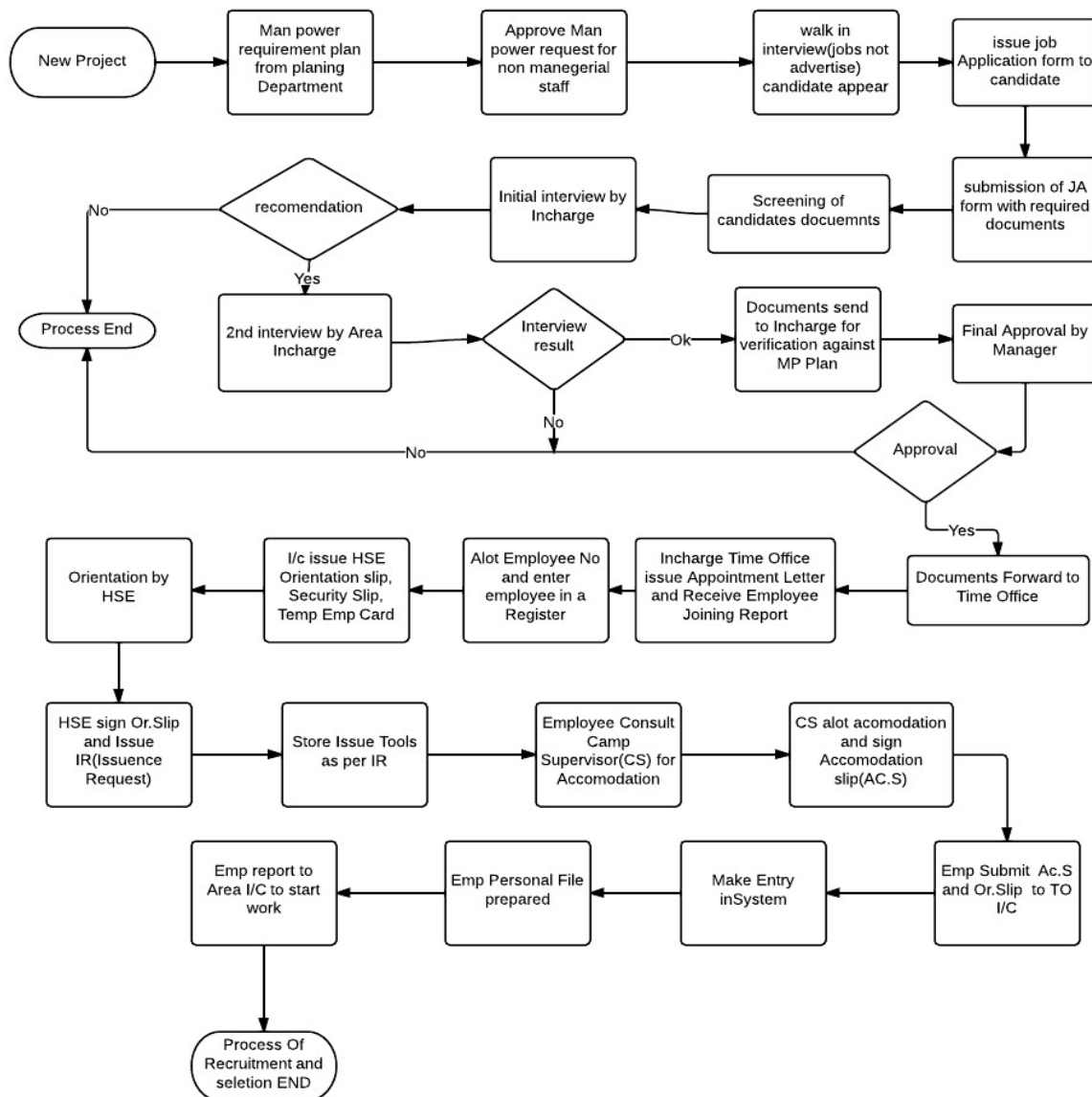
**'As Is' Recruitment process:**

The main aim of the study is to discuss the old and aged process of the organization which is reengineered due to some technical effects. When the project was being started the team present on the site elevates their necessity of manpower in bringing together with planning team and forwards it to the P&A (planning and administration) department for the interview of new candidates.

The organization as such did not give the advertisement in the news paper about the project site; the people in close coordination will inform the other worker to share the news with other worker within the company about the project. P&A (planning and administration) collect some of the required documents of temporary employment which are then analyzed and forwarded to the I/C P&A for interviews.

Interviews are conducted to check the accuracy of the received documents and references. After the first meeting the company arranges the second interview from the officials of the site management. In the selection process by the interviewers they forward the documents to PM/SM of the project then they will give the final approval about the final candidates.

**Figure 1: Recruitment and Selection Process of Non Management Staff.**



**Temporary Employment:**

- i. Temporary employees were being hired by the company for a limited time period of 8.5 months; however the extension in the period would be changed as per the requirement.

- ii. Temporary appointments were being made aligned with permitted manpower request.
- iii. An appointment at the project site was made against the written applications on a standard format. Their CNIC, educational and experiences and photographs were collected.
- iv. Temporary employments were made on the required eligibility criteria for the construction project.
- v. Each temporary appointment later than the delivery of the appointment letters must submit his Joining Report Document or reference id in the office in time. After receiving the receipt of the temporary employees, the office issues the employee number to maintain their records. Then every individual has a particular orientation slip document, which was then referred to site department for their safety.
- vi. The site department gives an identity card to all the temporary employees after their joining.
- vii. The representative Labor Contractor will maintain the records of the constructional Labor.

**‘To Be’ Recruitment and Selection Process:**

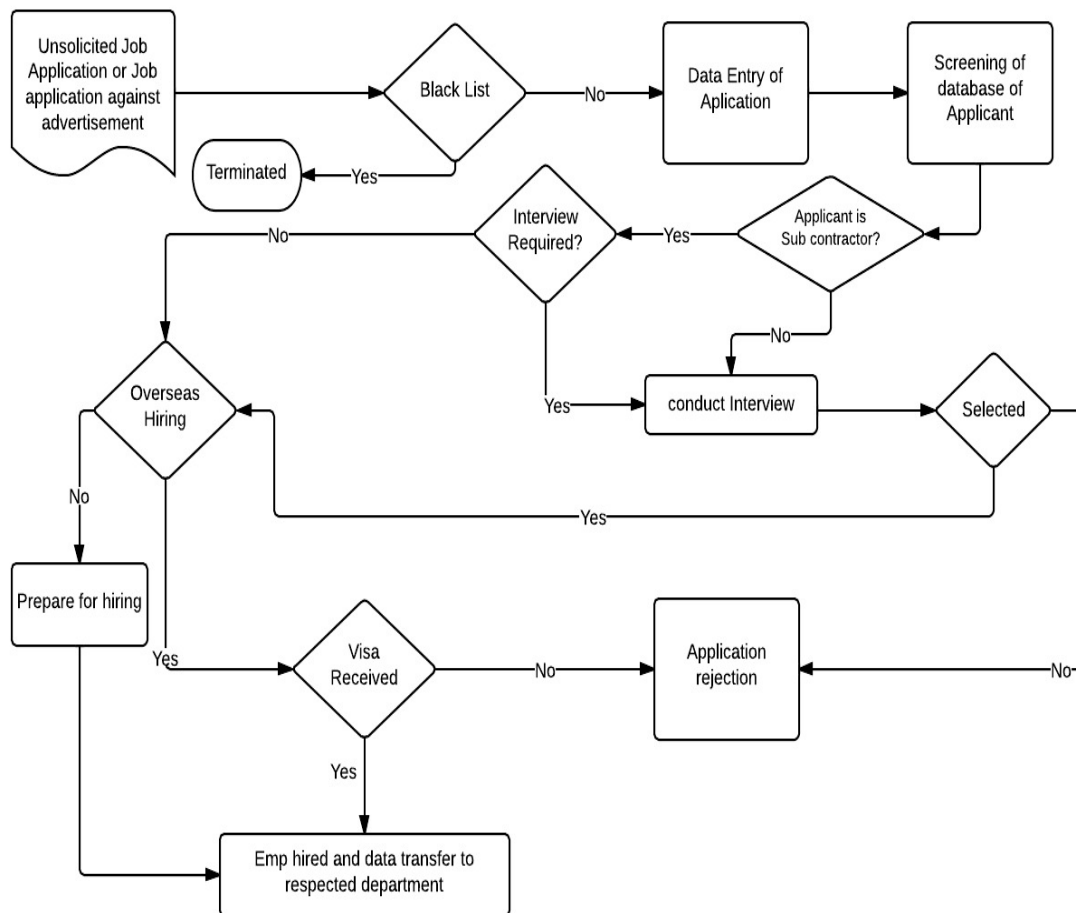
**A. Redesigned Process:**

Redesigned process of the Deacon organization is based on some steps which are separately elaborated below:

**i. Job Application Form:**

Application form would be filled by the applicant itself and then it is referred to the PP&A department of the company. An applicant at a time can apply voluntary for a job given in advertisement.

**Figure 2: Recruitment and Selection Process of Non Management Staff.**



**ii. Application Data Entry:**

- Initial Data Entry: After receiving the job application form from the applicants, the recruiter enters the applicant information in the SAP system. The recruiter must check the list of existing employees or black list persons by checking the custom report in database. If some blacklisted person is found then his or her data would not be entered by the recruiter in the system. The entry process is essential for the reporting processes. SAP gives the facilitation for the entry of data of each employee.
- Additional Data Entry: This action is accomplished only for those candidates who are further

important for the organization. This action is also done on SAP screen for the facilitation of entry of data of each employee.

**iii. Creation of Vacancy in Organization Management Module:**

After the declaration of existing vacant in the organizational module and a new position is produced or declared as vacant, then these will be offered for staffing in the Recruitment module.

**iv. Screening of Applicant Data Base:**

Applications entered in the data base would be managed in the structured data base. Applicants search tools will give an appropriate list of candidates who fulfill the eligibility criteria for the vacant space advertised by the organization. Another tool is used to match the educational profile of the applicant with the requirement is screening tool.

**v. Interview:**

- All applications are referred to the coordinator by the sub coordinator and he will decide that who will be selected for the interview call for the vacancy.
- A proper panel can conduct the interview which is generated by a proper system. The series of interviews would be passed by the applicants. SAP is used to develop the forms of the interviewers and also for the saving of their profiles.

**vi. CMPS Flow:**

If an overseas applicant is selected after clearing the interview then this case is referred to the CMPS flow present in SAP for the mobilization processing and the visa processing. The overseas applicants joining is then depending on the visa if it is received then he/ she is appointed or if not due to some reasons then his application would not be further processed.

**vii. Prepare for Hiring:**

- If the employment offer is accepted by the applicant then they will prepare for the hiring through applicant action.
- If the employment offer is not accepted by the applicant then his/her vacancy is offered to the next person who is best for this job.

**viii. Applicants hired and data transfer:**

The applicant can be hired by using the following options.

- If some applicants are not hired within the company then he/she can be hired for the execution of personal actions like, applicant hiring for personal administration modules (PA). Once the action is executed then the data will be transferred to the PA module.
- If applicant was a existing employee of the company then his/her leaving action is firstly executed then he is re-hired as PA module instead of previous employee.

**ix. Applicant Rejection:**

If any applicant either overseas applicant disqualify the interview or did not receive the visa from the foreign then the action of rejection would be executed against that vacancy for the applicant.

**Conclusion**

The anticipated reengineering model reduces both time cost and money cost by using the BPR procedure. The redesign process of the organization will increase the speed and helps to complete the construction project in time. Project management will hire a perfect team to redesign the process and it would not affect the other departments. Simply we can say that the effective use of BPR will help the organization to achieve the goals.

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