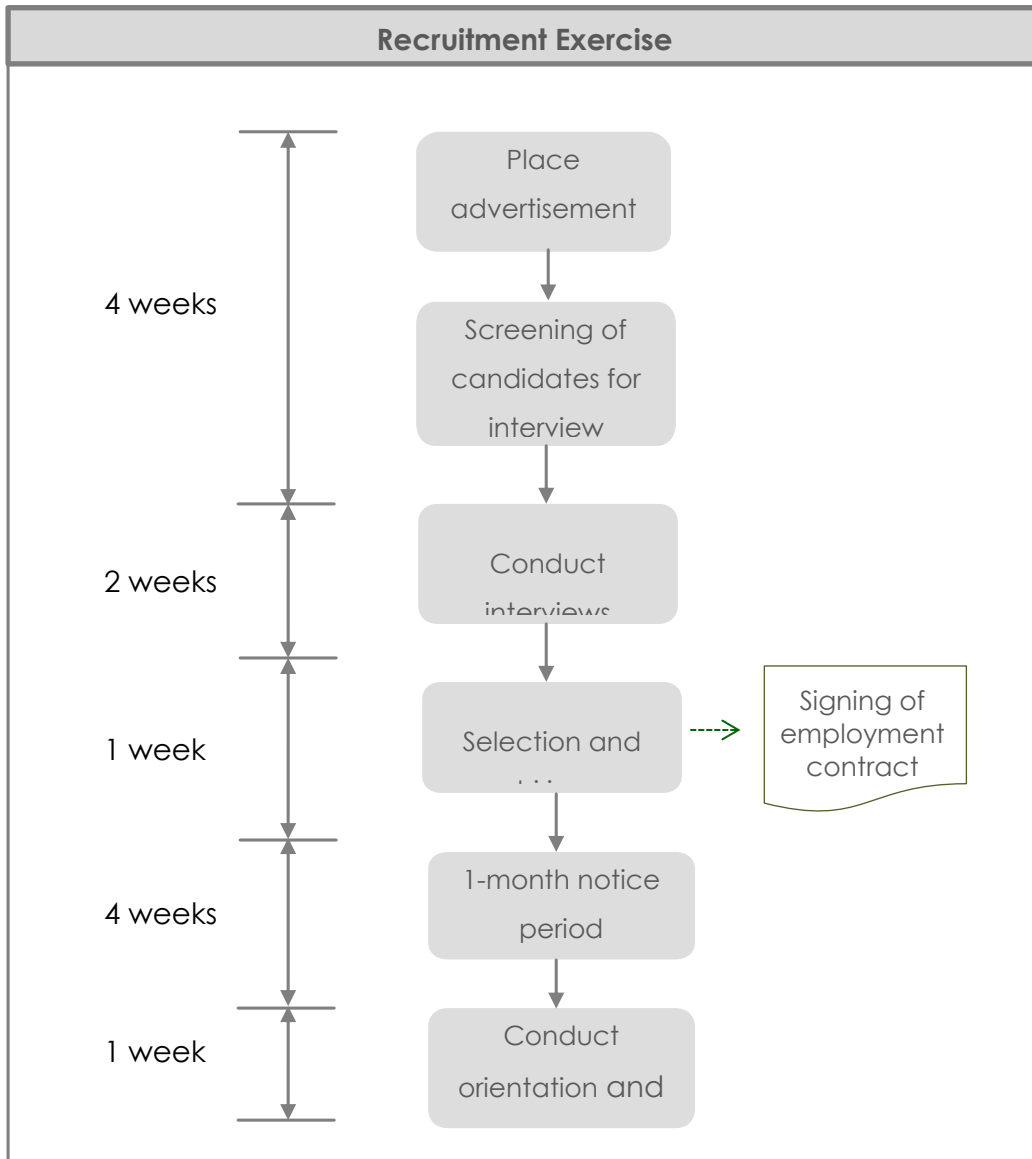


STAFF RECRUITMENT

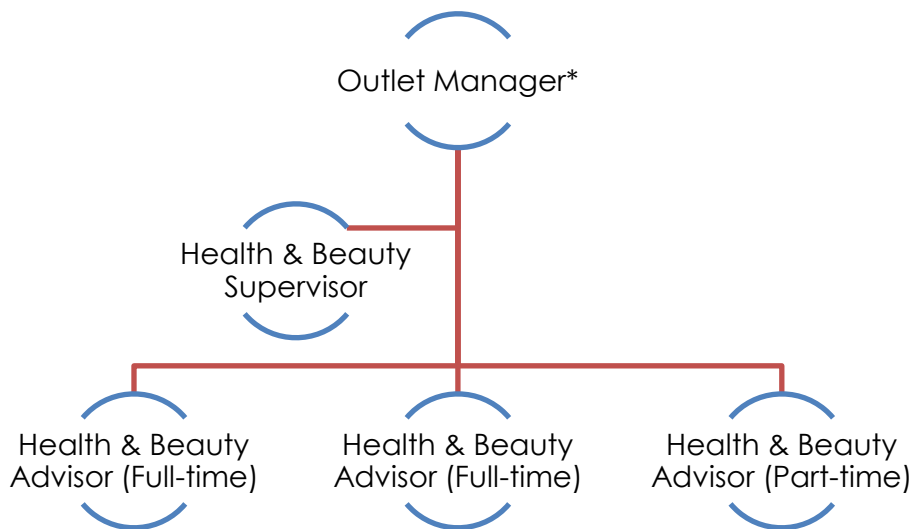


This section covers the recruitment of staff for the new Kinohimitsu outlet prior to its opening. This is one of the most important pre-opening matters as selecting and recruiting good staff makes a lot of difference in the growth and work culture development of the outlet. The selection and recruitment of the right staff will also make training easier and more effective. The start of the recruitment process, i.e. the placing of advertisement, should commence 11 weeks before the opening while the training should commence 2 weeks before (Refer to BPM Appendix 1). The recruitment process is as follows:



E-1 Kinohimitsu Outlet Organisation Chart

A typical outlet managed by a team of 3 to 4 full-time or part-time staff. The organisation chart of the outlet is as below:



**Applies only to the Kinohimitsu Boutique, in which an Outlet Manager leads the outlet team.*

The hiring criteria for each designation may vary based on the location of the outlet and it is recommended for the Distributor to work out suitable ones for his location. Distributor should consult the Principal when establishing the hiring criteria. For details on the job descriptions of the staff, Distributor may refer to Outlet Operating Manual; Section B-1-3.

It is always important and desirable to hire staff with good personal characteristics. Although professional experience and skill sets are important, personal characteristics of the staff are also important as they will impact the quality of service and overall brand image of Kinohimitsu.

Generally, the outlet staff should possess these qualities:

- Sales and service-oriented
- Well-groomed and presentable
- Enthusiastic, friendly with positive personality
- Takes initiative to learn about Kinohimitsu's product lines

Distributor is responsible for knowing the governing employment laws specific to the country or area of operations.

E-2 Inviting Candidates

Distributor can begin the process of inviting candidates to the various positions upon determining the staff requirements. There are different channels which the Distributor can utilise to invite potential candidates.

E-2-1 Newspaper Advertisement

Followings are the standard information that the advertisement should include:

A. Job description

- Job duties
- Job responsibilities
- Any special work conditions

B. Requirements

- Preferred attributes of the individual
- Minimum educational level
- Work experience

C. Remuneration

- Salary (if it can be disclosed)
- If salary cannot be stated, indicate that it will commensurate with experience and qualification

D. Venue, date and time of interview

- For “walk-in” application, state clearly the date, time and venue of the interview

- For “call-in” application, state the telephone number and time period candidates should call
- For “write-in” application, state the email address/ address candidates should write to

“Walk-in Interviews” is where candidates to walk-in for interview at a specific venue for a certain time period without prior arrangement. Thus, the interviewer has to be available and ready at the venue for the interview period.

“Call-in Interviews” is where candidates call to express interest in the position and arrange for an interview appointment.

“Write-in Interviews” is where candidates send in their resumes to apply for the position and Kinohimitsu will screen and shortlist the suitable candidates and call them to arrange for an interview appointment.

E-2-2 Electronic Media

Electronic media such as recruitment websites and employment agency portals are one of the most effective ways to advertise to potential candidates, particularly in bigger countries and where urban migration is a norm. Electronic mean is one of the effective tools to reach a potential pool of employees from various parts of the country.

E-2-3 Word-of-Mouth Referrals

Potential employees can be recruited through referrals and recommendation from business contacts, friends, acquaintances or existing employees. Using word-of-mouth referrals eliminate the process of screening and short listing the candidates which saves both time and money. Also, candidates who are referred through word-of-mouth usually fit the bill and are of better potential.

E-2-4 Outlet Recruitment Notice

Displaying recruitment notices in existing Kinohimitsu outlet is both effective in result and cost saving. Interested customers may become potential employees or may refer their friends who are seeking employment.

E-3 Screening Candidates

An initial screening and short listing of candidates should be done prior to conducting the actual interview of potential candidates. Candidates should be invited to complete the **Employment Application Form** (Refer to OOM Appendix 6), which is an effective tool for initial screening. This saves time both on the part of the interviewee and the interviewer. As far as possible, interviewer should screen the candidates before conducting the actual interviews, so as to minimize time wastage in interviewing the wrong candidates.

The following table shows ways on how to screen candidates depending on how they turn in their applications.

Recruitment Method	Possible Screening Method Prior to Interview
“Walk-in”	Check identifications, resumes and certificates of the candidates
“Call-in”	Enquire on their qualifications/work experience during the phone call, and if possible ask them to fax/email in for verification
“Write in”	Look through qualifications before fixing appointment with candidates for an interview

E-3-1 Conducting the Interview

The following is the checklist for conducting the interview:

A. Starting the interview

- Hold the interview session in a pleasant and quiet environment
- Welcome the candidate and introduce yourself
- Establish rapport and put the candidate at ease
- Call the candidate by name
- Ensure that the application form is completed
- Check the candidate's official and education documents (e.g. their identification cards and education certificates)

B. Observation

Throughout the interview, the interviewer must assess the candidate and observe the following non-verbal cues:

- Take note of the candidate's grooming and attire
- What does the body language of the candidate say about her?
- Does the candidate have a pleasant personality? (e.g. friendly / cheerful)
- Does the candidate display a positive outlook or attitude?
- Does the candidate display keenness or enthusiasm?
- How is her communication and interpersonal skills?

C. Answering questions

- Ask some general questions to set the candidate at ease first

- Learn more about the candidate's work experience, capabilities, career goals and aspirations
- Ask for her expected salary
- Ask about her reasons and motivation to join Kinohimitsu

D. Role playing or scenario questions

- Give the candidate some examples of common but difficult situations that the Kinohimitsu staff encounters (e.g. customer complaints) and ask her how she will handle these situations

E. Explaining the job scope

- Communicate the job description to candidate
- Communicate the job expectation
- Communicate the vision, mission and values of Kinohimitsu

F. Candidate's questions

- Encourage candidate to ask questions and to clarify any doubts she has about Kinohimitsu
- From the questions asked, the interviewer can determine if candidate is keen on the job

G. Salary and staff benefits

- Briefly explain the salary scheme and staff benefits to the candidate

H. Conclusion

- Thank the candidate for her time and her interest Kinohimitsu
- Inform the candidate regarding the follow-up that will take place after the interview (if applicable)

The interviewer should take down all his comments and observations regarding the candidate throughout the interview. After the interview,

the interviewer should be able to determine if the candidate is suitable for the job or other positions that are available.

E-4 Staff Selection Process and Hiring

After consideration, the Distributor will give a verbal offer (either face-to-face or through the telephone) to candidates who are selected to join Kinohimitsu. If the candidate accepts the offer, the Distributor will proceed with the Appointment Letter and other administration matters.

These are the processes to be followed upon hiring the new staff:

Description	Person In-Charge
Administration (e.g. issue of Appointment Letter, Payroll, Confidentiality Agreement)	Distributor
Staff Uniform and Training	Outlet Management (Manager or Supervisor)

For candidates who are not selected, the Distributor will inform them politely so that they will not be kept waiting. This professional practice will help to maintain Kinohimitsu's good corporate image.