

CHAPTER IV

MOVES AND STEPS IN THAI AND BRITISH RECRUITMENT ADVERTISEMENTS

4.1 Overview

This chapter presents detailed results of genre analysis carried out in Thai and British recruitment advertisements. It describes the identification of moves and steps in the advertisements of the Thai and British corpora. The moves of these advertisements are outlined, and their communicative functions are discussed. In order to visualize how the advertisements are analyzed in Swales' framework of genre analysis, the demarcation of two samples drawn from both Thai and British corpora into moves and steps is exemplified.

4.2 Identification of Moves and Steps in Thai and British Recruitment Advertisements

Using the theoretical framework of genre analysis by Swales (1990, 2004) and Bhatia (1993, 2004), six types of moves are identified in the analysis of recruitment advertisements from 100 samples of the data. The six types of moves are as follows:

1. Establishing credentials (EC)
2. Encouraging prospective candidates (PC)
3. Detailing job specifications (JS)
4. Stating requirements (SR)
5. Offering remuneration (OR)
6. Providing application procedures (AP)

As moves are identified based upon the communicative purposes that they perform, the names of moves clearly indicate their functions in the advertisements. The communicative purpose of each type of move is described in the following section. As this study only focuses on the discourse structures of recruitment advertisements, it will not dwell on the linguistic features of this specific genre. However, common lexical items of each move are highlighted in boldface, because they offer interesting clues on how moves are demarcated.

1. Establishing credentials (EC)

The main function of this move is to prove to the readers that the company is an established organization with successful business activities so that the readers will be convinced to apply to work for the company. This move thus provides information on different aspects of the company such as its size, accomplishments, recognition in the market, plans, progresses, goals and policies. This move can be realized into two steps – Step1: Announcing the company’s achievements; and Step 2: Publicizing the company’s missions and policies.

EC, Step 1: Announcing the company’s achievements

EC, Step 1 highlights the accomplishments of the company in several aspects, for example, its positioning in the industry, the number of employees and clients, the number of branches and countries in which the company has an operation, annual revenues, assets and turnover figures. A number of instances to elucidate this move/step are presented below.

- *Henkel, an international business group, is the **global specialist** in chemical applications for more than 135 years. Acknowledged as **the world's number 1** in the field of adhesives, surface technology and oleo chemicals, we're also Europe's **market leader** in toiletries, hair care, detergent and cleaning products. (BP 48)*
- *GE Consumer & Industrial is a business unit of General Electric, **the world's largest** diversified manufacturing, technology and services company. GE Consumer & Industrial spans the globe as **an industry leader***

- in major appliance, lighting and integrated industrial equipment systems and services. (BP 17)*
- *Nearly 75,000 travel agencies and more than 11,000 airline sales offices use the Amadeus System to run their businesses. (BP 18)*
 - *As a core division of a rapidly growing financial advisory and assurance firm, ranked amongst the Top 10 in the UK by fee income, our client is one of the central business areas.... (T 12)*
 - *Investec Ireland Limited is regulated by the Financial Regulator. Investec Bank (UK) Limited is authorised and regulated by the UK Financial Services Authority and is a member of the London Stock Exchange. (T 10)*
 - *BAA serves nearly 140 million passengers every year through seven major UK airports. (T 13)*
 - *Citibank....with over \$1.2 trillion in assets under management. In the UK, Citibank have 175,000 wealth management customers who enjoy a market leading balance sheet. (T 11)*

From the above examples, it is clear that this move/step can be identified by the use of positive lexical choices which signal success and superiority, such as *global specialist, industry leader market leader and rapidly growing*. These adjectives are sometimes seen in the superlative degree such as *the world's largest*. Industry-related awards, accolades and recognition are frequently referred to, for example *ranked amongst the Top 10 in the UK and a member of the London Stock Exchange*. Moreover, numbers are often used to indicate the size of the company such as *nearly 75,000 travel agencies and more than 11,000 airline sales offices, \$1.2 trillion in assets and 175,000 wealth management customers*.

EC, Step 2: Publicizing the company's missions and policies

EC, Step 2 informs the readers of the company's working culture, values, policies, goals and future plans. Sometimes, simply company slogans or mission

statements are quoted in the advertisement. Examples of EC, Step 2 are shown as follows:

- *At Accenture, we relish the opportunity to solve problems, push back the boundaries and do what hasn't been tried before.* (BP 26)
- *Underwriters Laboratories – Working for a Safer World since 1984* (BP 12)
- *We aspire to be different and distinctive in everything we do. This distinction comes through in our strong entrepreneurial culture which is balanced by a sound risk management discipline, client-centred approach and ability to be flexible and innovative.* (T 10)
- *There is a clear mandate to transform IS, with the aim of becoming a best in class IS function by September 2008. The next few years will see the delivery of several major business and IS programmes, all core to transforming not just IS but the business as a whole.* (T27)

2. Persuading prospective candidates

The communicative purpose of this move is to encourage the readers to apply for the job in the advertisement. As the function of this move replicates the general purpose of recruitment advertisements, this move is relatively short and direct. The advertisement persuades prospective candidates by means of either informing the readers of job openings or inviting applications from interested readers. This move can be realized by two steps – Step 1: Announcing availability and Step 2: Inviting applications.

PC, Step 1: Announcing availability

PC, Step 1 states that the advertiser has job openings and is recruiting new employees. This move/step is often realized in one sentence as shown in the following examples.

- *We are seeking a high caliber individual to fill the role of Finance and Administration manager. (BP 4)*
- *The following position is required for immediate filling: Finance Officer. (BP3)*
- *Our client is keen to appoint a finance professional....(T 34)*
- *The company seeks to appoint a CFO (T 37)*

PC, Step 2: Inviting applications

PC, Step 2 invites interested readers to submit applications or contact the company. This move/step can be realized in many sentence structures such as declaratives, imperatives and interrogatives. The following examples are to elucidate various realizations of this move/step.

- *We invite professional and qualified candidates to apply for... (BP 31)*
- *Big welcome for engineers, and other related fields because you can help us expose our world of AAT. (BP 46)*
- *Challenge yourself. Push your career to the next level. Go on. Be a Tiger. (BP 26)*
- *This firm is poised to expand significantly seeing growth across all offices and this is a fantastic opportunity and the perfect time to join. (T 40)*
- *Why not accelerate your career by joining a truly global player? (T 45)*
- *Are you good enough? Can you meet the challenge? Are you looking for a stimulating career? (T 22)*

3. Detailing job specifications (JS)

The primary function of this move is to give details related to the job being advertised. It can have a maximum of two steps, which are Step 1: Describing work scope and Step 2: Specifying work location.

JS, Step 1: Describing work scope

JS, Step 1 informs the readers what the job entails, such as what they will be expected to do and who they will work with and report to. This move/step is presented by the following examples.

- *Senior cost accountant is mainly **responsible** for preparing the factory's standard cost, replacement cost, revision costs, and conducting cost variance analysis of products. (BP 48)*
- *The Accountant's **role** is to handle petty cash and reports, prepare and record monthly expenditures and taxations such as withholding taxes, value-added tax etc. and be responsible for day to day data entries and filing for the Finance and Accounting Department. (BP 18)*
- ***Working within the Finance department the main purpose of this role** is to oversee all functions of the accounts department. Controlling the preparation of monthly Management accounts you will ensure that they tie in with the balance sheet. Balance sheet control will be properly reconciled and all department procedures should be conducted effectively and efficiently. You will conduct an ongoing review of all areas of expenditure to ensure that all costs are effectively minimised and that all P.A.Y.E, V.A.T and Tax issues are dealt with in accordance with legislation and paid on a timely basis. You will chair the Pre-Board Meeting, ensuring that all Directors are given effective financial information for their areas. (T 1)*
- ***Reporting to the Operations Director**, you will have full **responsibility** for the management, control and reporting of the Group's financial activities, both local and international. You will ensure that Group financial decisions*

*are based upon reliable and relevant financial information and that the Group's systems reflect this. You will lead the finance team and set a high standard for the finance function. You will lend financial expertise to all business and strategic plans and will **play an active role** in the commercial management of the Group. (T 8)*

JS, Step 2: Specifying work location

JS, Step 2 tells the readers the location where successful candidates will have to work. This move/step can be easily identified by names of a place, area or city as seen in the examples below.

- ***This position will be located in our factory premises in Samutsakorn.***
(BP 37)
- ***Location: Winsford, Cheshire, North West England*** (T 1)

4. Stating requirements (SR)

The function of this move is to provide all the qualifications that the advertiser looks for in the candidates. As the content in this move includes different kinds of candidates' qualifications, this move is realized by one or more of these four steps, namely Step 1: Identifying education level, Step 2: Indicating work experience, Step 3: Describing required attributes, and Step 4: Detailing demographic data. All four steps of this move are represented by the following examples:

SR, Step 1: Identifying educational level

- ***Bachelor/Master degree in Accounting, Finance or related field*** (BP 27)
- ***University graduated in Finance /Accounting, MBA or CPA preferred*** (BP 13)
- ***Exceptional intellect and good qualifications in law, mathematics, economics or accountancy. MBA desirable.*** (T 17)

- *The successful candidate will be a university graduate (T 7)*

SR, Step 2: Indicating work experience

- *5-7 years work experience in Finance with at least 2 years in managerial capacity (BP 22)*
- *2 - 4 years relevant experience (BP 12)*
- *...have operated in a Finance Director role for a multi-national corporation, headquartered in Australia. Experience of financial management, supporting both sales and manufacturing operations in a multi-site, multi-country environment is required. (T 31)*
- *You have been a proven MD/Senior Director in the Financial Services sector. You have managed change and refocused business delivery/structure/product range and distribution without corrupting core values. (T 24)*

SR, Step 3: Describing required attributes

- *- Be energetic, mature, possess high level of self-confidence, and have strong willingness to learn new things.
- Able to work hard with good team spirit. (BP 35)*
- *Dynamic, highly organized and self motivated individual, able to interact with all organizational levels and management (BP 4)*
- *Capability is more important than specific sectoral background. The successful candidate will be a proven business winner, have an ability to manage and build a disparate team and be comfortable in a collegiate environment with short lines of communication. He/she will be equally as comfortable at the board table as the reception desk, will be familiar with an internet based sales proposition, a CRM team and be both financially and IT literate. (T 37)*

- *You will have great interpersonal skills, able to provide encouragement and emotional support to trainees with experience working in a 1-1 environment and providing mentorship and guidance. (T24)*

SR, Step 4: Detailing demographic data

- *Male /Female Thai national, age over 35 years (BP 23)*
- *Male /Female age 30-45 years old (BP 45)*

Examples of SR, Step 4 are not found in the British corpus.

5. Offering remuneration (OR)

The communicative purpose of this move is to state the remuneration package to be offered to successful candidates. The information in this move includes both financial compensation and non-financial benefits such as health insurance, number of holidays and company car. Moreover, the company's incentives, namely training programs, multinational working environment and professional advancement are also categorized in this move. The analysis of both Thai and British corpora show that this move is realized without any steps. Some examples of this move are presented below.

- *We offer an international atmosphere on a modern campus in a fast developing professional field, competitive conditions and the opportunities to educational courses in Thailand and abroad. (BP 15)*
- *The successful candidates will be offered a competitive remuneration. These will be challenging positions in a fast growing international company. (BP 10)*
- *Salary: Circa £70,000 + Car + Excellent benefits (T28)*
- *C.£50,000 to £55,000 Basic, Car Allowance, Bonus, Healthcare, Life Assurance (T 19)*

6. Providing application procedures (AP)

The main function of this move is to tell interested readers how to apply and contact the advertiser. The most important aspect of this move is to initiate further communication between the company and its prospective candidates. Similar to OR, this move does not have any steps. This move is elucidated by the following examples.

- *Interested candidates can **apply** in person, e-mail, or send an application letter with full resume along with a copy of transcript, work certification, ID card, photo and expected remuneration to:*
Mr. Worakiet at Luxasia (Thailand) Co., Ltd.
Maneeya Center Bldg. 10th/F., 518/5 Ploenchit Rd., Lumpini, Bangkok 10330
Tel : 02-652 0841/2 Fax : 02-652 0840
E-mail : worakiet@luxasia.co.th (BP 44)

- *Apply in person or send your full resume and expected salary with recent photo to:*
Human Resources Department, California WOW Xperience Plc.
191 Silom Complex Building, 20th Fl., Unit 3-5, Silom Road, Bangrak, Bangkok 10500. Tel: 02-632-1255 ext. 1138-9 Fax: 02-632-1288
E-mail: HRTHA@CALIFORNIAWOWX.COM (BP 13)

- *A candidate briefing further information, including **how to apply**, can be found at our website or email nfp.response@odgers.com quoting reference AWA/13140ST Closing date: 5th March, 2007 (T 47)*

- *To **apply** confidentially please register your details on our website, www.futurestep.co.uk. Alternatively please e-mail your CV and covering letter to apply@futurestep.co.uk quoting reference number U53619-991. (BP 11)*

In order to visualize how the advertisements are analyzed in the framework of genre analysis, the move and step identification of two samples drawn from both Thai and British corpora is exemplified in Figures 4.1 and 4.2.

Figure 4.1: A Move-Step Analysis of a Recruitment Advertisement
from the *Bangkok Post* (BP 18)

(EC, S1) *Amadeus is the world's leader in provision of solutions to the travel industry to manage the distribution and selling of travel services. Its solutions and services are used by our customer groups in different ways. Nearly 75,000 travel agencies and more than 11,000 airline sales offices use the Amadeus System to run their businesses. Many of the industry's other leading travel service providers use our modular technology to optimise their distribution and internal operational requirements. Amadeus Asia is the Regional Headquarters in Asia Pacific located in Bangkok and currently consists of 150 employees in various functions, and we are continuing to expand the office and (PC, S1) looking to fill the following positions amongst a very enthusiastic team: ACCOUNTANT.*

(JS, S1) *The Accountant's role is to handle petty cash and reports, prepare and record monthly expenditures and taxations such as withholding taxes, value-added tax etc. and be responsible for day to day data entries and filing for the Finance and Accounting Department.*

(SR, S1) - *Fresh graduates or (SR, S2) those with 1-3 years' working experience in Accounting/Finance*

(SR, S3) - *Knowledge of account receivables, account payables, petty cash and basic tax law would be an advantage*

(SR, S3) - *Knowledge of ACCPAC software preferred*

(SR, S3) - *Result-oriented personality with Good communication skills*

(SR, S3) *The position requires individuals who are Comfortable with multinational environment, and are Excellent in English and PC skills (MS Word, Excel, Access and PowerPoint).*

(OR) *We offer a very competitive remuneration package. (AP) Interested persons, please submit your resume with a recent photo to the following address:*

Amadeus Asia Ltd., Human Resources Department 21st Floor, Capital Tower, All Seasons Place, 87/1 Wireless Road, Lumpini, Phatumwan, Bangkok 10330

E-mail: asia.recruitment@amadeus.com

Website: <http://www.amadeus.com>

The advertisement shown in Figure 4.1 consists of all the six moves. The advertisement starts with the profile of the company wishing to recruit new staff. *Establishing credentials (EC), Step 1: Announcing the company's achievements* serves as an introduction to the readers because it gives details on the company's

major business activities and achievements especially in terms of its size as seen from the number of customers using the service and the number of employees hired by the company in the region. *Persuading prospective candidates (PC)*, Step 1: *Announcing availability* then announces the company's current job opening. In the middle part of the advertisement, *Detailing job specifications (JS)*, Step 1: *Describing work scope* provides job specifications which successful candidates will encounter if hired in the mentioned position, such as day-to-day operations and monthly duties. The company's requirements from the candidates are stated in *Stating requirements (SR)*, which includes Step 1, 2 and 3, namely educational level, previous work experience and essential attributes. Towards the end of the advertisement, *Offering remuneration (OR)* is used to mention remuneration package for the right candidates. Finally, *Providing application procedures (AP)* tells interested readers on how to apply, as required documents and contact details are provided.

Figure 4.2: A Move Analysis of a Recruitment Advertisement
from the *Times* (T 38)

(JS, S2) Location: London

(OR) Salary: c£ 135,000 plus competitive benefits package

(EC, S1) *The Financial Services Compensation Scheme (FSCS) is the UK's statutory compensation scheme of last resort for customers of financial services firms, created under the Financial Services and Markets Act 2000. Funded by levies from the industry, it plays a key role in protecting consumers and promoting confidence in the UK's financial services industry. In 2005/6 the FSCS completed over 25,000 claims, up from under 10,000 the previous year, relating to the selling of products such as mortgage endowments and precipice bonds. Its work is diverse, sensitive and often high profile.*

(JS, S1) *Reporting to and often deputising for the Chief Executive, the Director of Claims leads the division responsible for processing all claims from application to rejection or offer of compensation. The role carries a seat on the Board, alongside the Chief Executive and the Scheme's non-executive Directors. This is a challenging, high profile leadership position with an important external role to play.*

(SR, S3) *The role requires an exceptional leader who can inspire outstanding performance in an unpredictable and fast changing environment. You will need the ability to make objective judgements backed by in-depth knowledge of the financial services industry and its regulation. (SR, S2) Your previous experience of process redesign to promote economy, efficiency and service will be invaluable. (SR, S3) A strong communicator at all levels, you will also need*

the personal credibility to develop relationships across the industry, government and other regulatory bodies.

(AP) To receive a pack with more information about the role, including how to apply, visit Veredus' website or call, quoting 4317 (24 hour response). Closing date for applications is Friday 12th January 2007.

The advertisement presented in Figure 4.2 contains five moves. *Detailing job specifications (JS), Step 2: Specifying work location* begins the advertisement by telling the readers the work location of the advertised position. It is followed by *Offering remuneration (OR)* which details the remuneration package including annual salary, and benefits package. In the main body of the advertisement, *Establishing credentials (EC), Step 1: Announcing the company's achievements* provides information on the company's current status and business volume. In the subsequent part, *JS, Step 2: Describing job responsibilities* is used to give details on the job specification such as the person to whom the successful candidate will report and the role he/she will play in the position. The next move, *Stating requirements (SR)*, then describes the qualifications that the company expects from the candidates such as previous work experience and personal traits as realized by *Step 2: Indicating work experience and Step 3: Describing required attributes*, respectively. Finally, *Providing application procedures (AP)* ends the advertisement by providing the company's website and the job reference quote for interested readers to look for more details on the job and application instructions.

4.3 Conclusion

Based upon genre analysis carried out in this study, Thai and British recruitment advertisements are realized by the same set of six moves, including (1) *Establishing credentials (EC)*; (2) *Persuading prospective candidates (PC)*; (3) *Detailing job specifications (JS)*; (4) *Stating requirements (SR)*; (5) *Offering remuneration (OR)* and (6) *Providing application procedures (AP)*. These six moves are realized into a number of steps as follows:

1. Establishing credentials (EC)

- Step 1: Announcing the company's achievements

- Step 2: Publicizing the company's missions and policies

2. Persuading prospective candidates (PC)
Step 1: Announcing availability
Step 2: Inviting applications
3. Detailing job specifications (JS)
Step 1: Describing work scope
Step 2: Specifying work location
4. Stating requirements (SR)
Step 1: Identifying educational level
Step 2: Indicating work experience
Step 3: Describing required attributes
Step 4: Detailing demographic data
5. Offering remuneration (OR) – no steps
6. Providing application procedures (AP) – no steps

However, an in-depth examination of these advertisements reveals a number of differences between them in various aspects. In fact, advertisement writers in Thailand and the United Kingdom may make use of these moves in different ways to serve their intentions and suit the demands of each discourse community. The subsequent chapter compares the move structures of Thai and British recruitment advertisements in four areas – (1) the specificity/generality of moves; (2) the frequency of moves; (3) the sequence of moves; and (4) the cyclicity of moves.