# HUMAN RESOURCE MANAGEMENT

# RECRUITMENT AND SELECTION

CHAPTER NO. 3

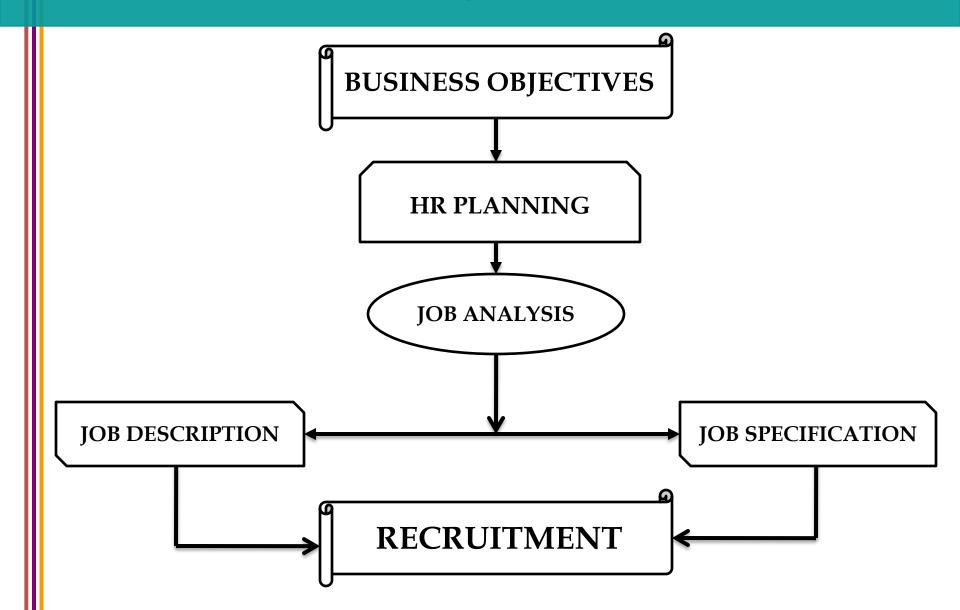
#### AFTER STUDYING THIS CHAPTER YOU SHOULD BE ABLE TO:

- Understand and Differentiate between strategic recruitment and selection.
- Identify the dual goals of recruiting.
- Comprehend recruitment process from organizational as well as individual perspective.
- Identify what strategic decisions are involved in recruiting.
- Explain the major recruitment methods and analyze their advantages and disadvantages.
- Identify the basic selection criteria.
- Design and administer an effective selection process.

Design interview form and evaluation matrix

- Evaluate the three methods e.g., information gathering, tests and interviewing used in employee selection.
- Appreciate varied contemporary interviewing techniques used by interviewers.

# HUMAN RESOURCE MANAGEMENT



# RECRUITMENT

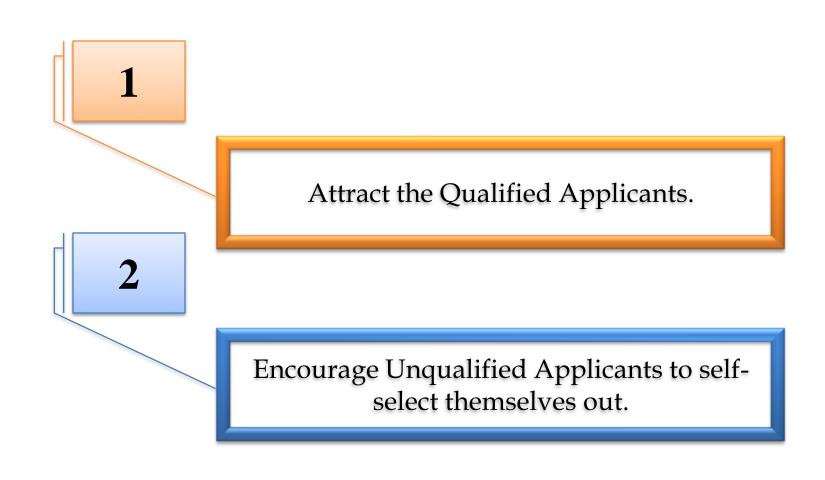
The Process of generating a pool of qualified candidates for a particular job.

OR



The Process of discovering potential candidates.

# RECRUITMENT GOALS

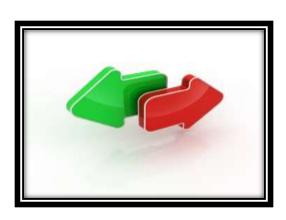


# RECRUITMENT IS A TWO WAY STREET

Organization is Looking for a Qualified Applicants

**RECRUITMENT** 

Applicants are Looking for the Potential Emplacement Opportunities



### RECRUITMENT PROCESS

#### **ORGANIZATION**



Vacant or New position occurs

Generate candidate pool via internal or external recruitment methods

Evaluate Candidates via Selection process

**Impress Candidates** 

Make Offer

#### **CANDIDATE**



Receive Education and choose Occupation

Acquire Employment Experience

Search for Job Openings

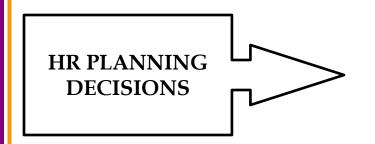
Apply for jobs

Impress Company during Selection process

Evaluate Jobs and Companies

Accept or Reject Job Offers

# STRATEGIC RECRUITING DECISIONS



- ➤ How Many Employees Needed
- ➤ When Needed
- KSAs Needed
- Special Qualifications



- ➤ Where to Recruit: Internal/External
- ➤ Who to Recruit: Flexible Staffing Options
- ➤ Nature of Job Requirements



- ➤ Advertising Choices
- Recruiting Activities

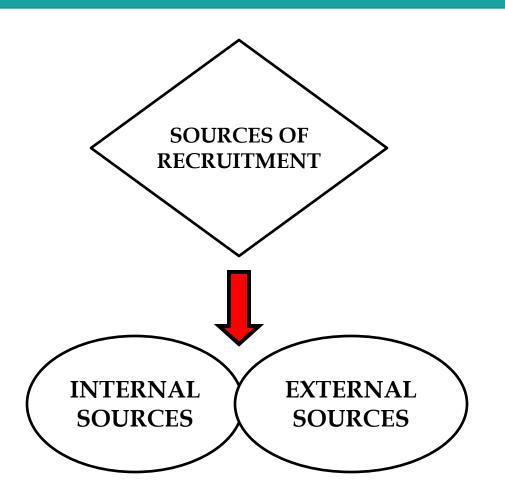
# STRATEGIC RECRUITING DECISIONS

FLEXIBLE STAFFING	DESCRIPTIONS
1. REGULAR EMPLOYMENT	Regular employment consists of continuous, predictable, and scheduled employment of six months' duration or longer. Regular employment may be full time or part time.
2. FULL-TIME OR PART-TIME	Full-time employment consists of a regular schedule of 37.5 hours per week. Part-time employment consists of a regular schedule of less than 37.5 hours per week.
3. INDEPENDENT CONTRACTORS	Perform specific services on a contract basis used in a number of areas, including building maintenance, security, and advertising/public relations.
4. PROFESSIONAL EMPLOYER ORGANIZATIONS AND EMPLOYEE LEASING	An employer signs an agreement with an employee leasing company, after which the existing staff is hired by the leasing firm and leased back to the company. For a fee, a small business owner turns his or her staff over to the leasing company, which then writes the paychecks, pays the taxes, prepares and implements HR policies, and keeps all the required records.

# STRATEGIC RECRUITING DECISIONS Cont...

5. TEMPORARY WORKERS	This is based on "try before you buy" approach. Employers who use temporary employees can hire their own temporary staff or use agencies supplying temporary workers. Such firms supply workers on a rate-per-day or per-week basis.
6. SEASONAL EMPLOYEES	Seasonal employees are hired to work on a part-time basis by companies that need extra help during a particular season, typically the Christmas season or crops harvesting.

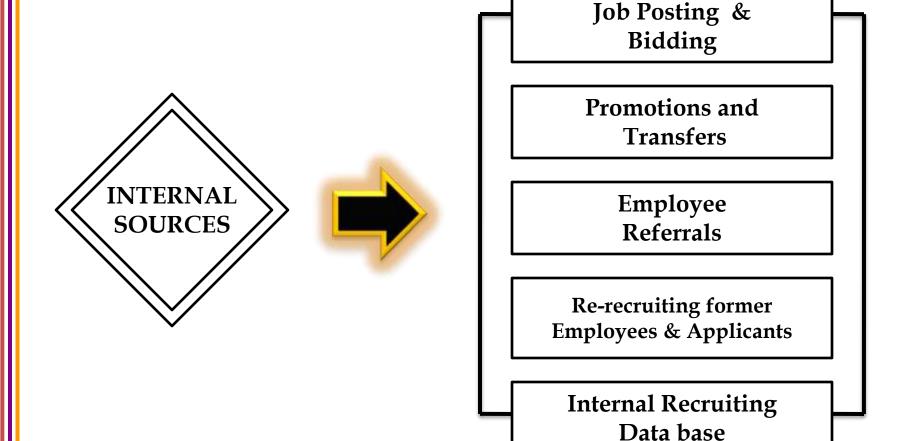
# **SOURCES OF RECRUITMENT**







# **SOURCES OF RECRUITMENT**

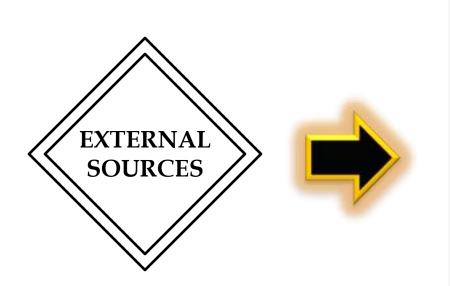


# **SOURCES OF RECRUITMENT Cont...**

#### **INTERNAL SOURCES**

ADVANTAGES	DISADVANTAGES
➤ Morale of Promotee	➤ Inbreeding
➤ Better assessment of abilities	Possible morale problems of
➤ Lower cost for some jobs	those not promoted
➤ Motivator for good performance	➤"Political" infighting for
Causes a succession of	promotions
promotions	➤ Need for management-
> Have to hire only at entry level	Development program

# **SOURCES OF RECRUITMENT Cont...**



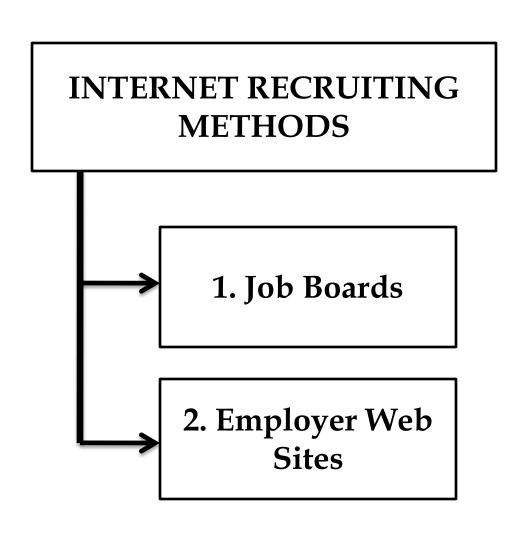
**Schools Colleges &** Universities Labor **Unions Media Sources Employment Agencies** 

# **SOURCES OF RECRUITMENT Cont...**

#### **EXTERNAL SOURCES**

ADVANTAGES	DISADVANTAGES
➤ New "blood" brings new	➤ May not select someone who will
perspectives	"fit" the job or organization
➤ Cheaper and faster than training	➤ May cause morale problems for
➤ Professionals	internal
➤ No group of political supporters in	Candidates not selected
company	➤ Longer "adjustment" or orientation
> Organization already	time
➤ May bring new industry insights	

### INTERNET RECRUITING METHODS





# INTERNET RECRUITING METHODS Cont...

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- Cost savings
- > Time savings
- > Expanded pool of applicants

#### **DISADVANTAGES**

- ➤ More unqualified applicants
- ➤ Additional work for HR staff members
- Many applicants are not seriously seeking employment
- ➤ Access limited or unavailable to some applicants

#### RECRUITING EVALUATION

# **Quantity of Applicants**

As the goal of a good recruitment program is to generate a large pool of applicants from which to choose, quantity is a natural place to begin evaluation

#### **Yield Ratio**

A comparison of the number of applicants at one stage of the recruiting process to the number at the next stage.

# Quality of Applicants

In addition to quantity, the issue arises as to whether or not the qualifications of the applicant pool are sufficient to fill the job openings. Do the applicants meet job specification and do they perform the jobs well after hire?

# Evaluating Recruiting Costs and Benefits

In a cost/benefit analysis to evaluate recruiting efforts, costs may include both direct costs (advertising, recruiters' salaries, travel, agency fees, telephone) and the indirect costs (involvement of operating managers, public relations, image).

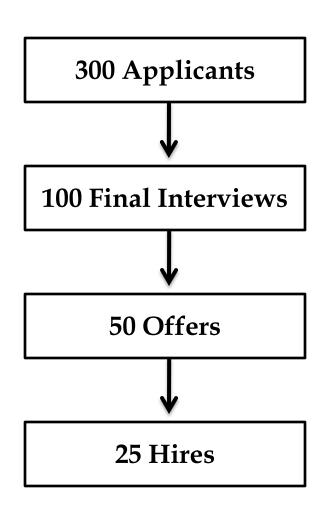
#### **RECRUITING EVALUATION Cont...**

#### **Using Yield Ratios to Determine Needed Applicants:**

Initial Contacts/Final Interview (Yield ratio = 3:1)

Final Interview/Offers (Yield ratio = 2:1)

Offers/Hires (Yield ratio = 2:1)



#### **CONSTRAINTS ON RECRUITMENT**



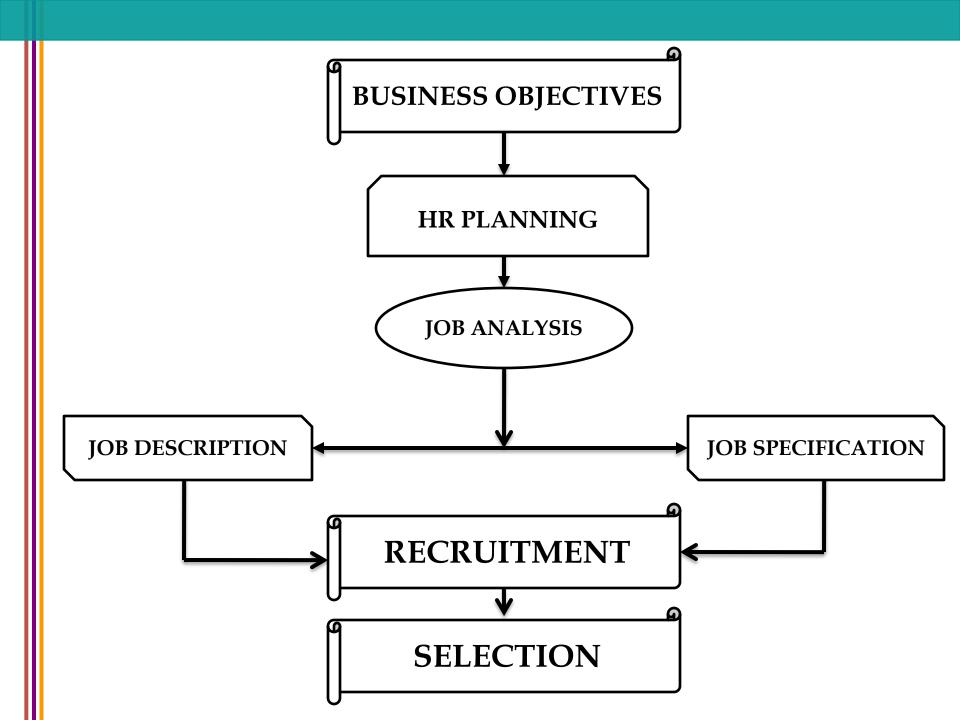
Attractiveness of Job





Internal Organizational Policy

**Recruitment Cost** 



# **SELECTION**

1

• The Process of making a "Hire" or "No Hire" decision regarding each applicant for a job.



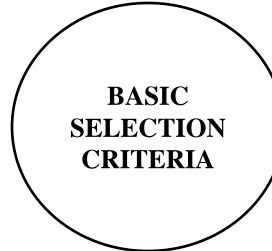
Or

2

• Selection is the process of choosing qualified individuals who are available to fill the positions in organization.



# BASIC SELECTION CRITERIA



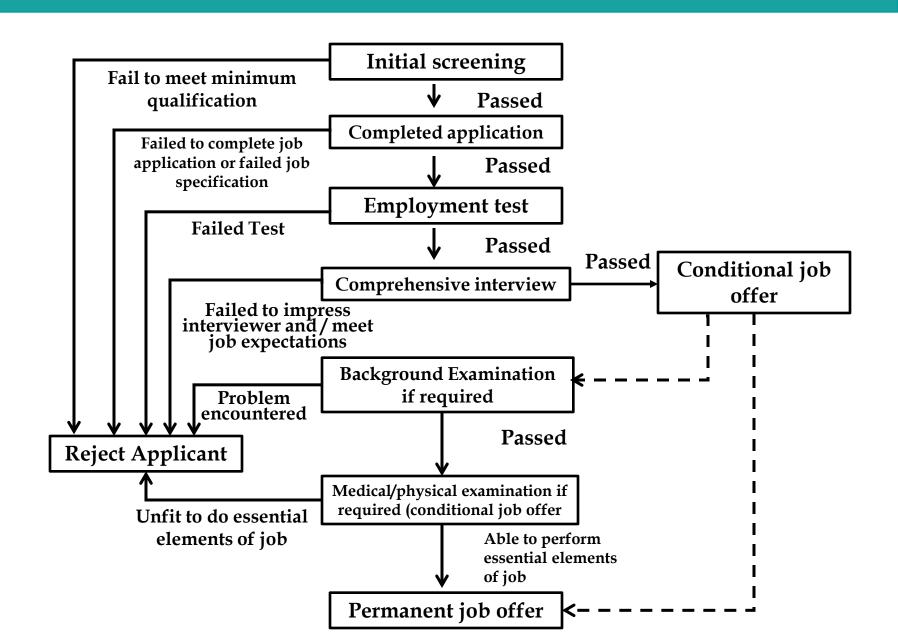
**Formal Education** 

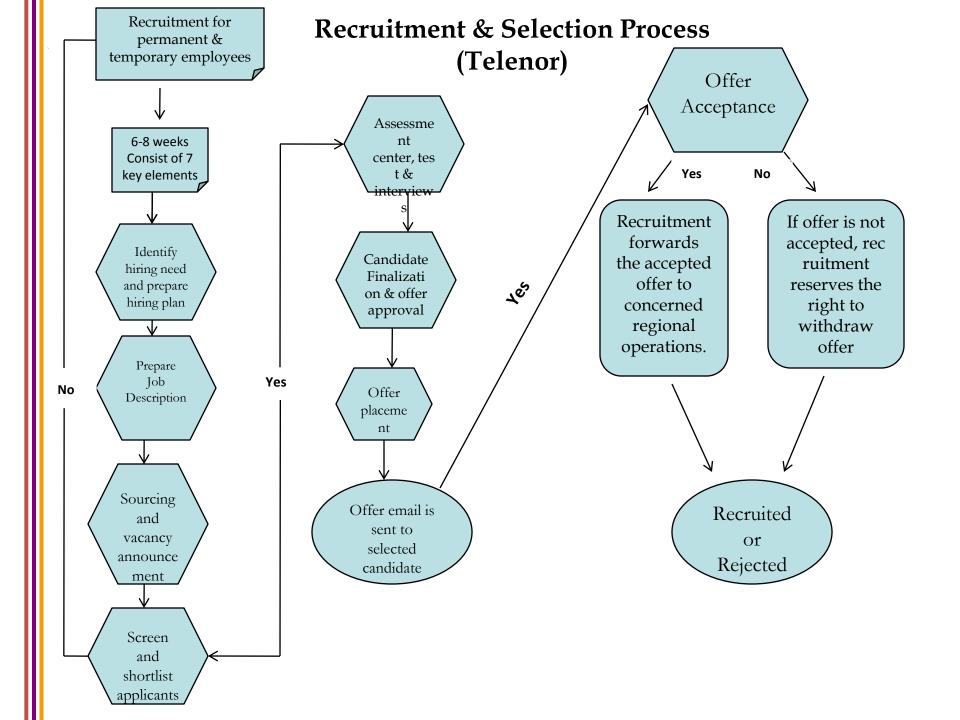
**Experience and Past Performance** 

**Physical Characteristics** 

**Personality Characteristics** 

### **SELECTION PROCESS**





### **SELECTION METHODS**

The Three most Common Methods used are:

1. Testing 2. Gathering Information 3. Interviewing

#### 1. TESTING

Tests measure knowledge, skill, and ability, as well as other characteristics, such as personality traits.



#### **TESTING TYPES**













Cognitive Ability Test Personality Test

Physical Ability Test Integrity Test

**Drug Test** 

Work Sample Testing

# 1. Cognitive Ability Testing

It measures the learning, understanding, a nd ability to solve problems. e.g. Intelligence Tests.

# 2. Physical Ability Testing

It assesses muscular strength, cardiovascular endurance, and coordination.

#### 3. Personality Testing

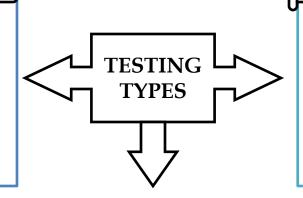
**TESTING** 

**TYPES** 

It measures the patterns of thought, emotion, and behavior. e.g. Myers Briggs

#### 4. Integrity Testing

It is designed to assess the likelihood that applicants will be dishonest or engage in illegal activity.



#### 6. Drug Testing

Normally requires applicants to provide required sample that is tested for illegal substances.

#### 5. Work Sample Testing

Measures performance on some element of the job.

# TEST SAMPLE

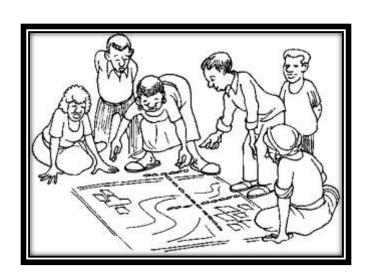


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2.	LOW is to HIGH as J) SUCCESSFUL		L) TALL	M) INT	ERESTING	N) DIFF	ICULT
3.	What is the next no J) 75 K) 88	umber in the serie L) 89 M)		41 99	53 65	77	
4.	One word below app She gave a complex A) long B) b		uestion and			er.	
5.	Jose's monthly part June \$40 more tha J) \$66 K) \$1	n May. His averag		parking f			
6.	If the first two state Sandra is responsib Notebooks are office	le for ordering al	STATE OF THE PARTY		true?		
	Sandra is responsib						
7.	A) yes B) no Which THREE of the A) observable					te E)	theoretical
8.	Last year, 12 out of customer service, v J) 1% K) 2%	vhich was?	_ of the em			varded for	their excellence in

Correct Answers: 1. E, 2. N, 3. L, 4. C, 5. M, 6. A, 7. CDE, 8. K

# 2. INFORMATION GATHERING:

Common methods for gathering information include application forms and résumés, biographical data, and reference checking.



Application Forms and Résumés



- ➤ Generally ask for information such as address and phone number, education, work experience, and special training.
- At the professional-level, similar information is generally presented in résumés.

Biographical Data



➤ Historical events that have shaped a person's behavior and identity.

Reference Checking

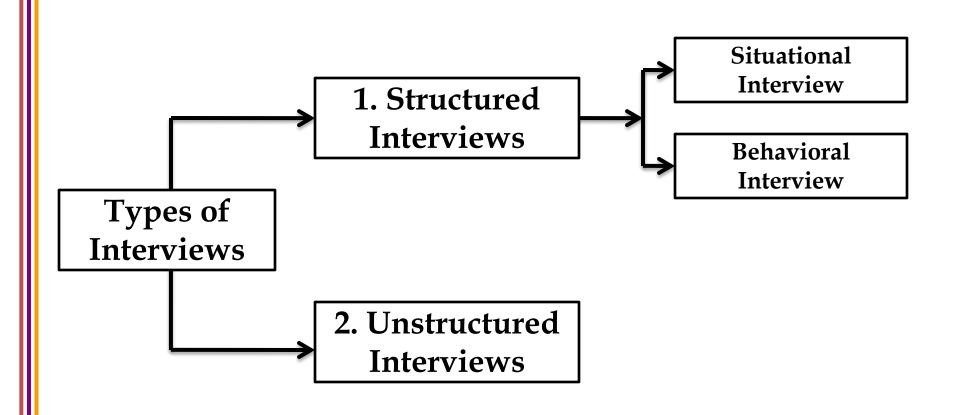


➤ Involves contacting an applicant's previous employers, teachers, or friends to learn more about the applicant Issues with reference checking

# 3. INTERVIEWS:



- ➤ The interview is the most frequently used` selection method.
- Interviewing occurs when applicants respond to questions posed by a manager or some other organizational representative (interviewer).
- ➤ Typical areas in which questions are posed include education, experience, knowledge of job procedures, mental ability, personality, communication ability, social skills.



# 1. Structured Interviews

Uses a list of predetermined questions. All applicants are asked the same set questions. There are two types of structured interviews.

#### SITUATIONAL INTERVIEW

• In which the interviewer asks questions about what the applicant would do in a hypothetical situation

# BEHAVIORAL INTERVIEW

• In which the questions focus on the applicant's behavior in past situations.

# 2. Unstructured Interviews

Interviews-open ended questions are used such as "Tell me about yourself"

• This allows the interviewer to probe and pose different sets of questions to different applicants.

# CREATING STRUCTURED INTERVIEW QUESTIONS

#### Step 1: Determine What to Measure

- · Use job analysis results to determine needed knowledge, skills, & abilities
- Think about characteristics that separate top performers from the rest
- Focus on attributes that are critical for success across jobs in the organization

#### Step 2: Write Questions

- Meet as a group with other people who will conduct interviews
- Create behavioral and situational questions that measure attributes from Step 1
- Be sure that all questions are appropriate and legal

#### Step 3: Plan Evaluation for Each Question

- Write typical examples of good, average, and poor responses to each question
- Assign numerical point scores to the typical answers
- Make sure that everyone who will interview agrees on the evaluations

	Format	<b>Example Question</b>	Possible Response
Behavioral Questions	Asks the applicant to describe actions in a particular past situation.	It is often necessary to work together in a group to accomplish a task. Please tell me about the most recent experience you had working as part of a group.	Poor Response: Lost of conflict. The other members were ineffective.  Average Response: I did all the work myself.  Superior Response: We worked together. I helped involve everyone.
Situational Questions	Puts the applicant in a particular situation and then asks for a description of behavior.	A customer comes into a store where you work to pick up a watch he left for repair. The repair was supposed to have been completed a week ago, but the watch is not yet back from the repair shop. The customer is very angry. How would you handle this situation?	Poor Response: Tell him he should check back later.  Average Response: Apologize and tell him I will call him later.  Superior Response: Listen, put him at ease, call the repairshop while he waits.

**INTERVIEW QUESTION** 

#### INTERVIEW EVALUATION FORM

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- Wateen Telecom
- > Fauz



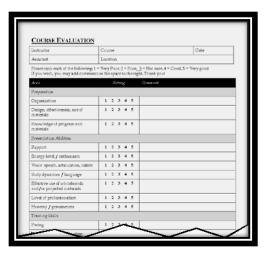


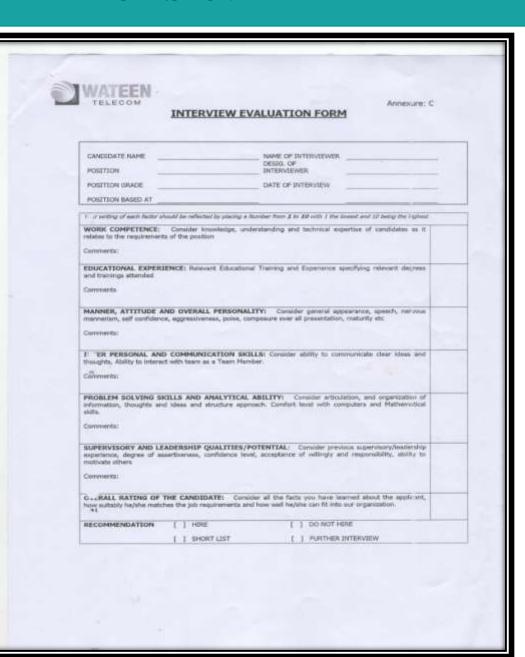
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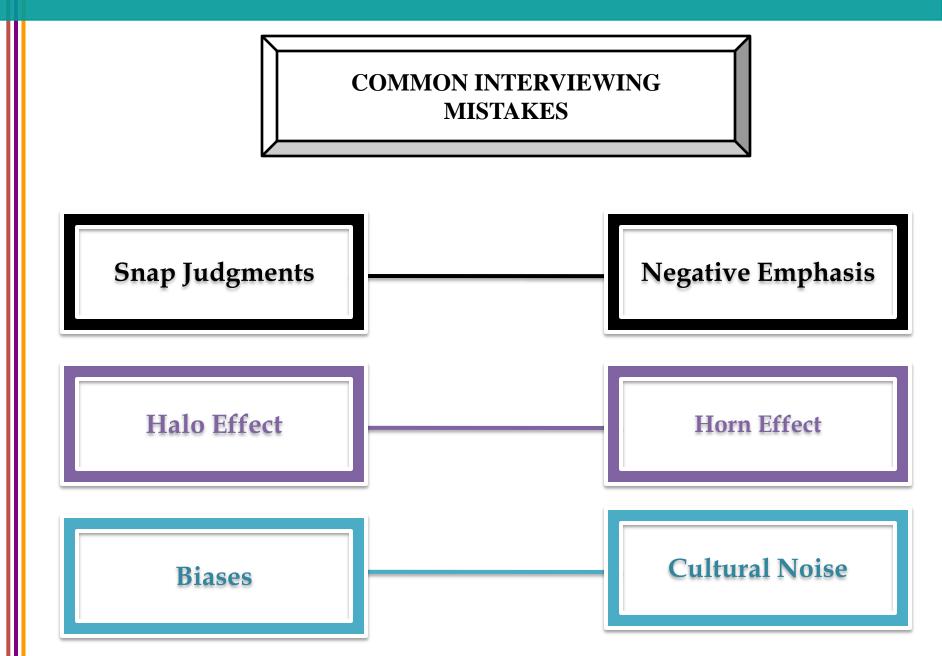


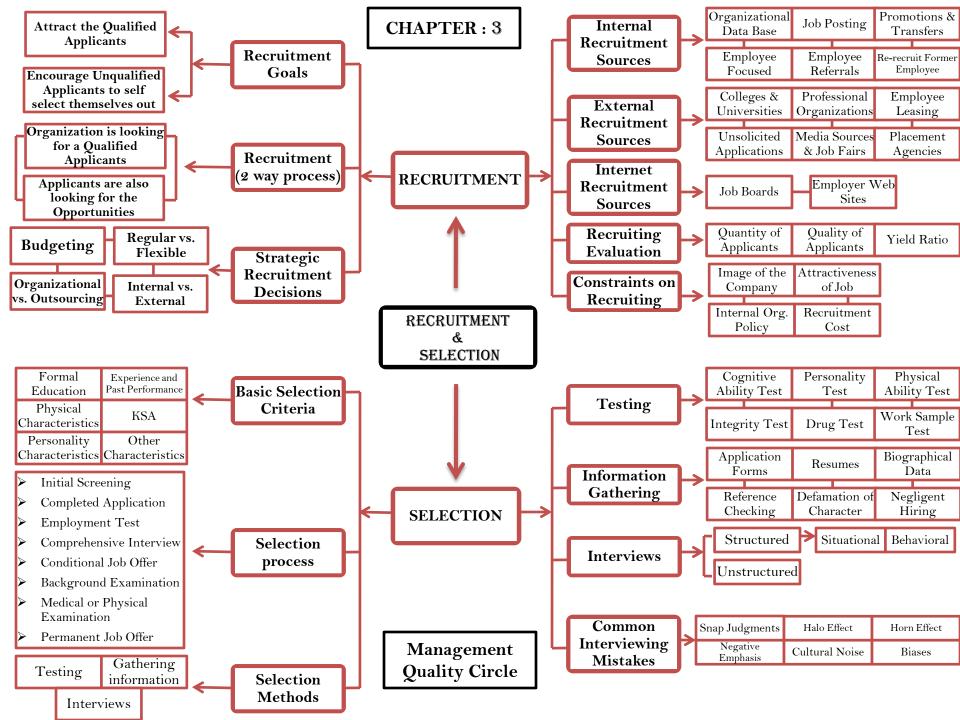


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#### THOUGHT OF THE DAY

"If an HR person is trying to choose people for an organization, knowing their values is very important-if they are not consistent with the organization's values they are not likely to stay very long."

Professor, Roger Collins.

