

HUMAN RESOURCE MANAGEMENT

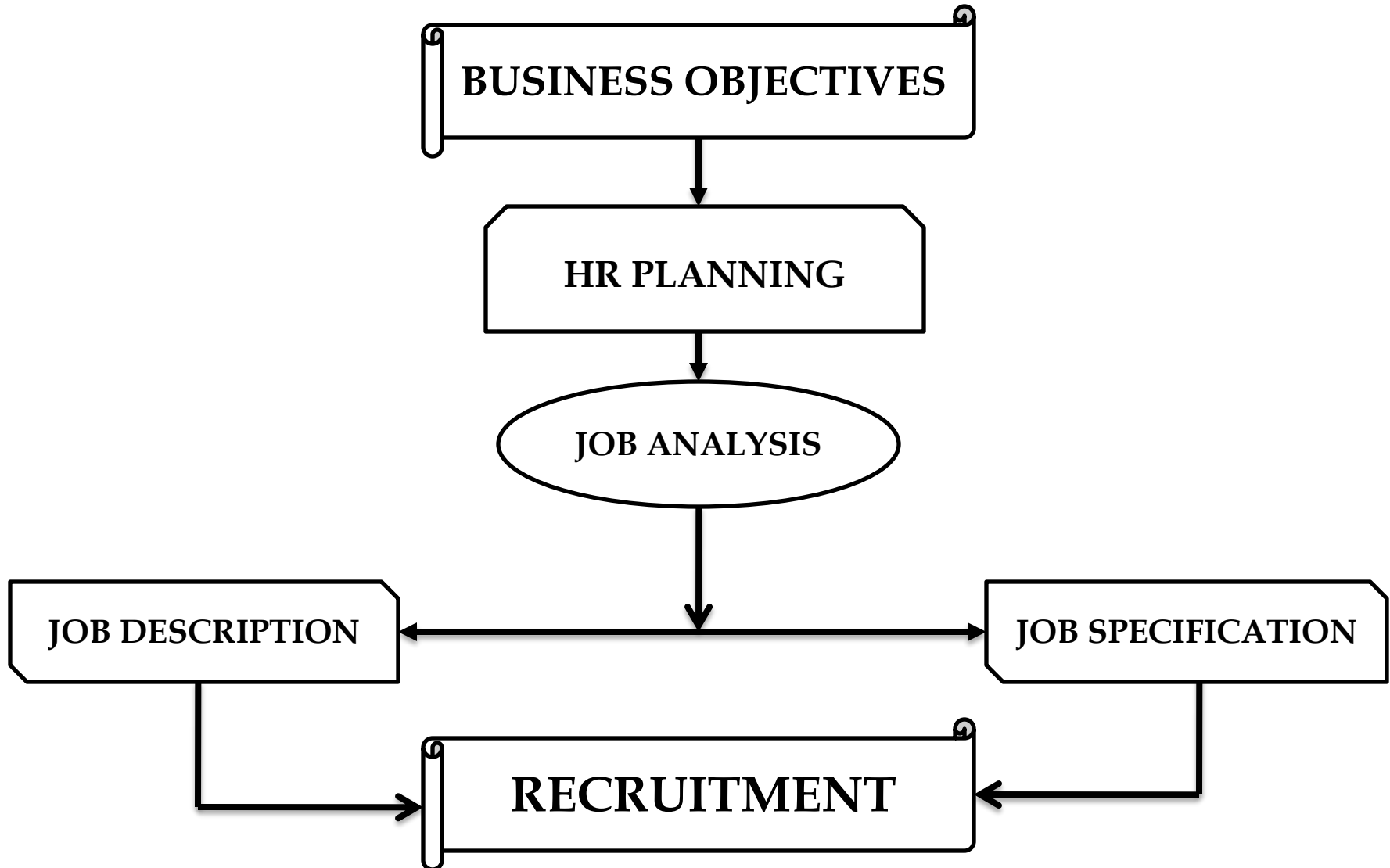
RECRUITMENT AND SELECTION

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

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

1

Attract the Qualified Applicants.

2

Encourage Unqualified Applicants to self-select themselves out.

RECRUITMENT IS A TWO WAY STREET



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

HR PLANNING DECISIONS

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

STRATEGIC RECRUITING DECISIONS

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

DECISIONS ON RECRUITING SOURCES/METHODS

- Advertising Choices
- Recruiting Activities

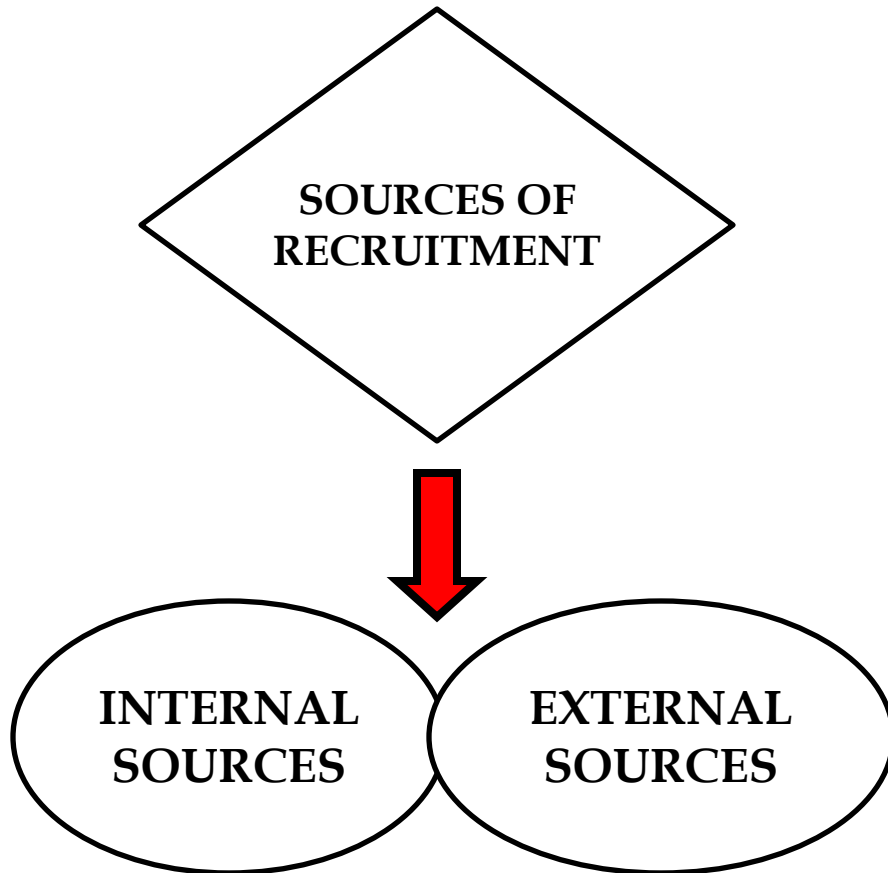
STRATEGIC RECRUITING DECISIONS

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.

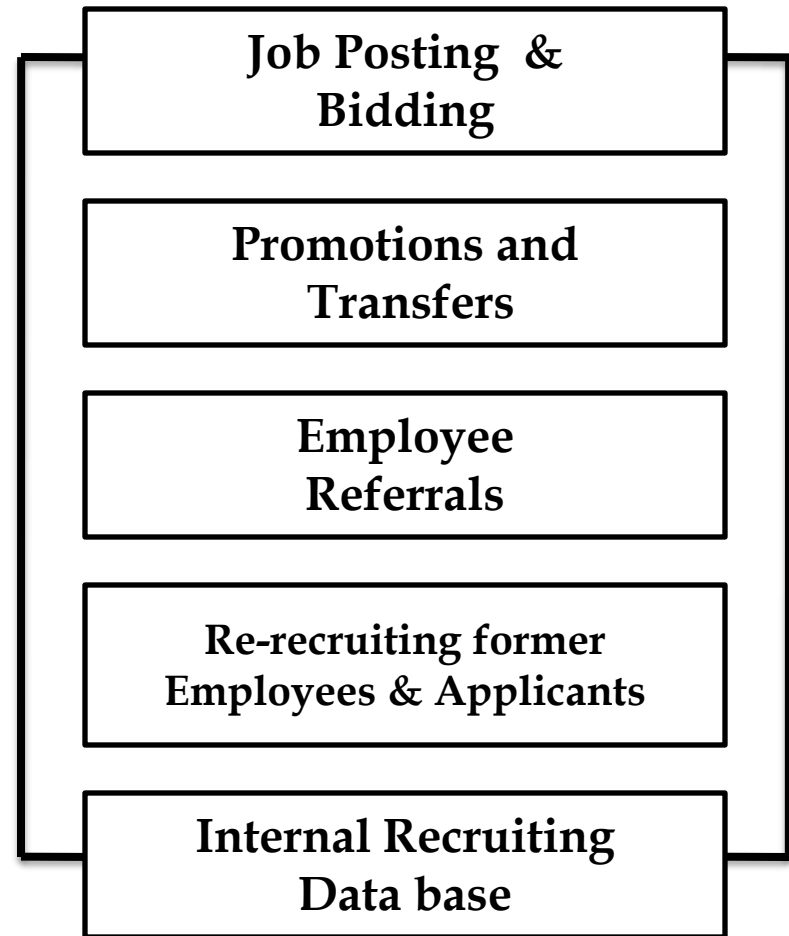
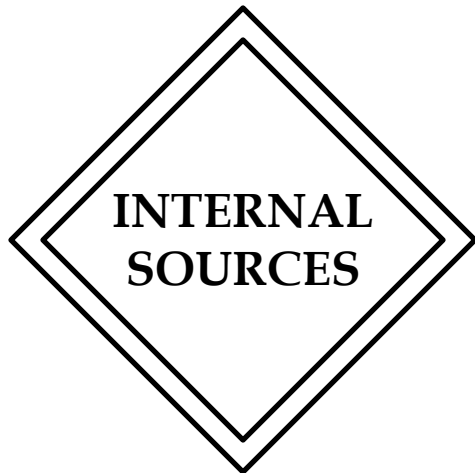
STRATEGIC RECRUITING DECISIONS Cont . . .

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

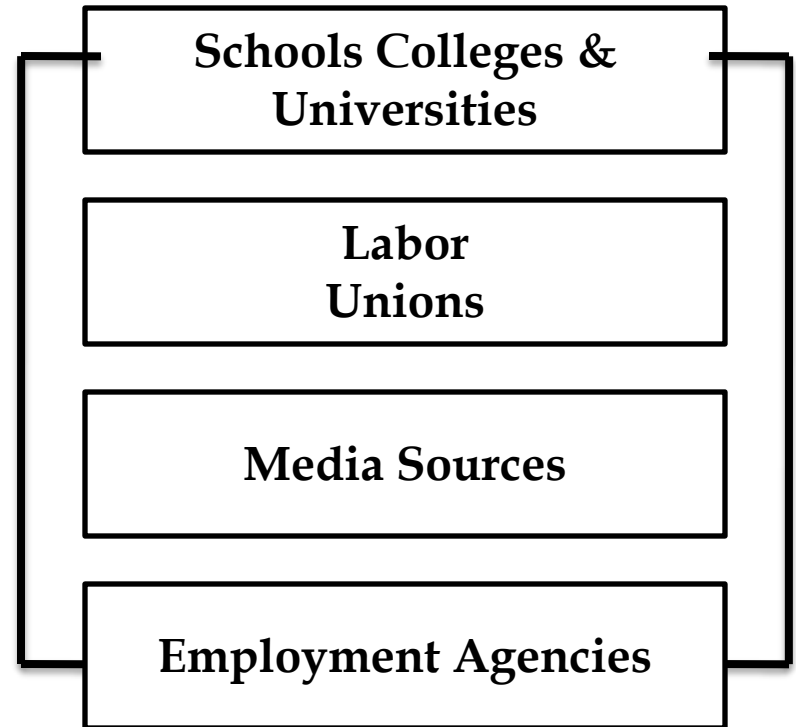
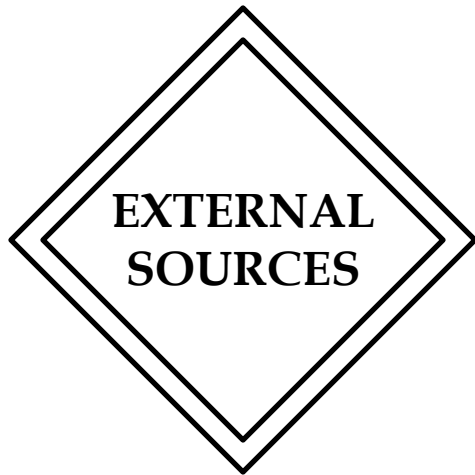
ADVANTAGES

- Morale of Promotee
- Better assessment of abilities
- Lower cost for some jobs
- Motivator for good performance
- Causes a succession of promotions
- Have to hire only at entry level

DISADVANTAGES

- Inbreeding
- Possible morale problems of those not promoted
- “Political” infighting for promotions
- Need for management-Development program

SOURCES OF RECRUITMENT Cont . . .



SOURCES OF RECRUITMENT Cont . . .

EXTERNAL SOURCES

ADVANTAGES

- New “blood” brings new perspectives
- Cheaper and faster than training
- Professionals
- No group of political supporters in company
- Organization already
- May bring new industry insights

DISADVANTAGES

- May not select someone who will “fit” the job or organization
- May cause morale problems for internal
- Candidates not selected
- Longer “adjustment” or orientation time

INTERNET RECRUITING METHODS

INTERNET RECRUITING METHODS

1. Job Boards

2. Employer Web Sites



INTERNET RECRUITING METHODS Cont . . .

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none">➤ Cost savings➤ Time savings➤ Expanded pool of applicants	<ul style="list-style-type: none">➤ 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

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?

Yield Ratio

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

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).

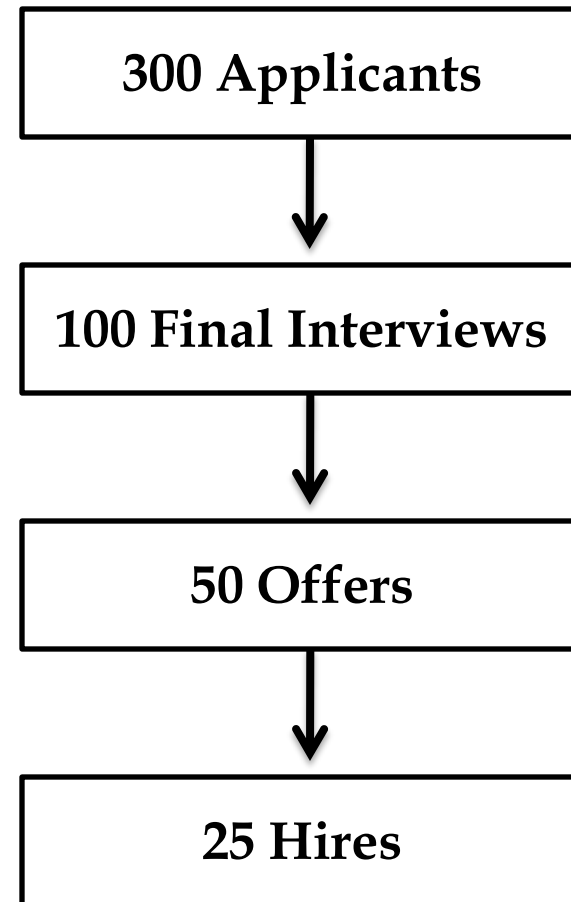
RECRUITING EVALUATION Cont . . .

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

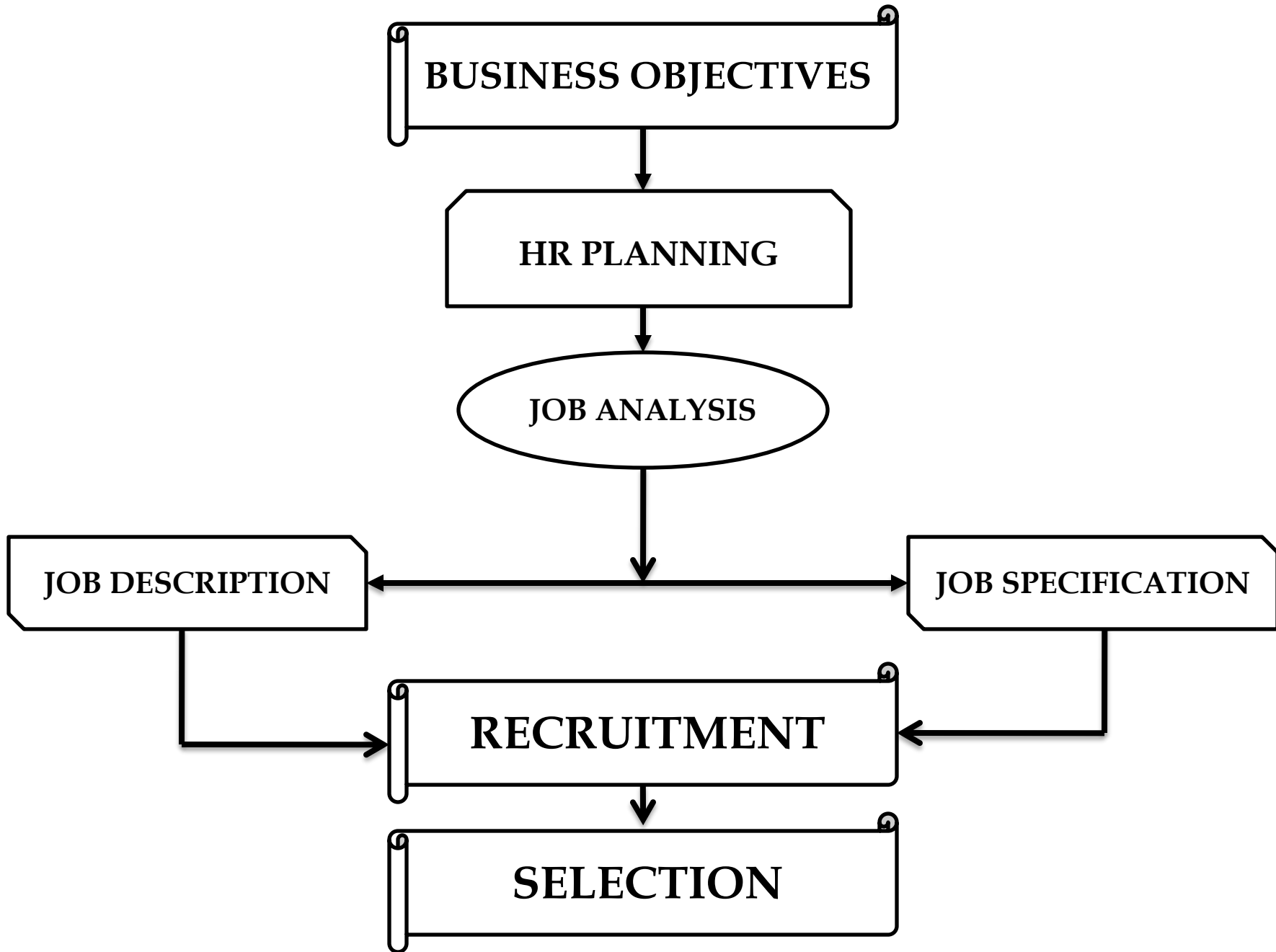
Image of the
Company

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.

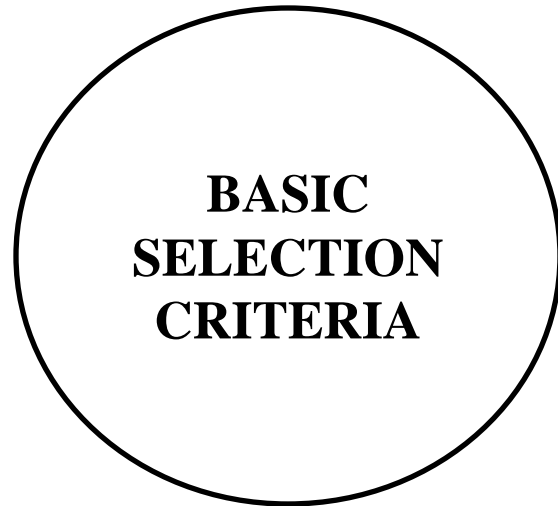
Or

2

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



BASIC SELECTION CRITERIA



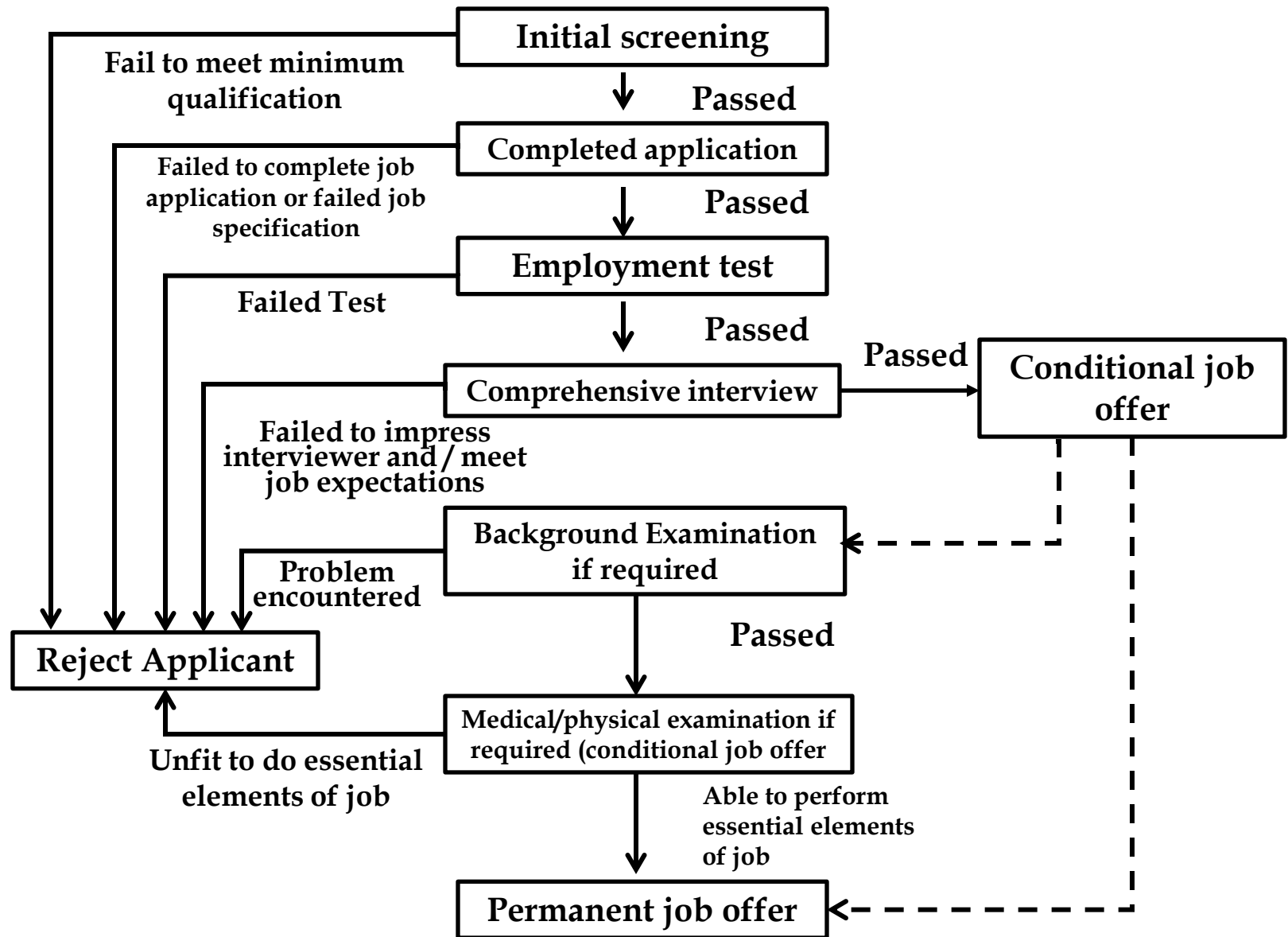
Formal Education

Experience and Past Performance

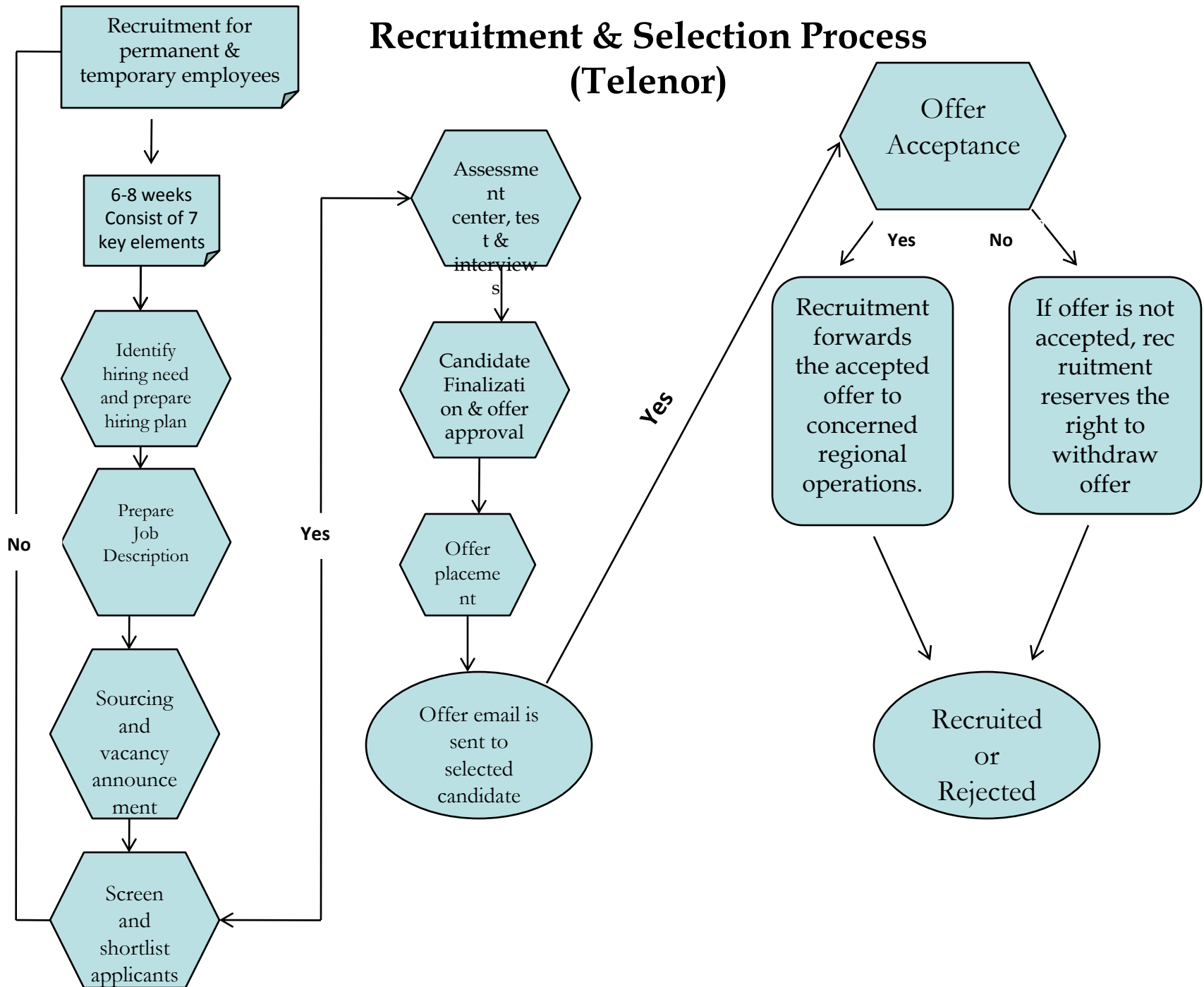
Physical Characteristics

Personality Characteristics

SELECTION PROCESS



Recruitment & Selection Process (Telenor)



SELECTION METHODS

The Three most Common Methods used are:

1. Testing

2. Gathering Information

3. Interviewing

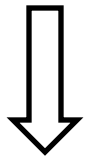
SELECTION METHODS Cont ...

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**

SELECTION METHODS Cont . . .

1. Cognitive Ability Testing

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

2. Physical Ability Testing

It assesses muscular strength, cardiovascular endurance, and coordination.

TESTING
TYPES



3. Personality Testing

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

SELECTION METHODS Cont . . .

4. Integrity Testing

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

TESTING
TYPES

6. Drug Testing

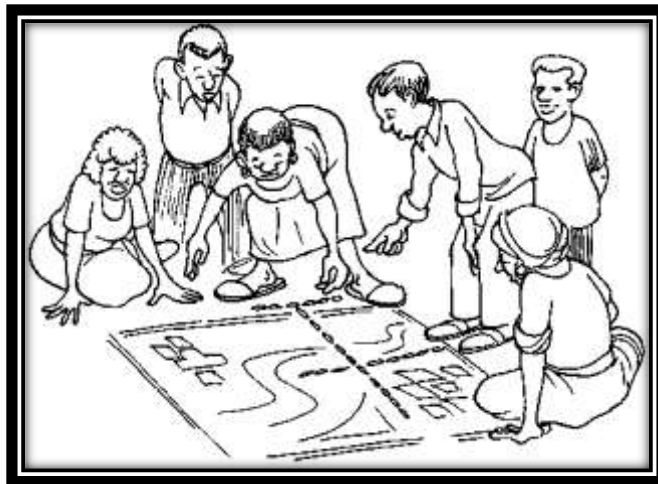
Normally requires applicants to provide required sample that is tested for illegal substances.

5. Work Sample Testing

Measures performance on some element of the job.

2. INFORMATION GATHERING:

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



SELECTION METHODS Cont . . .

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

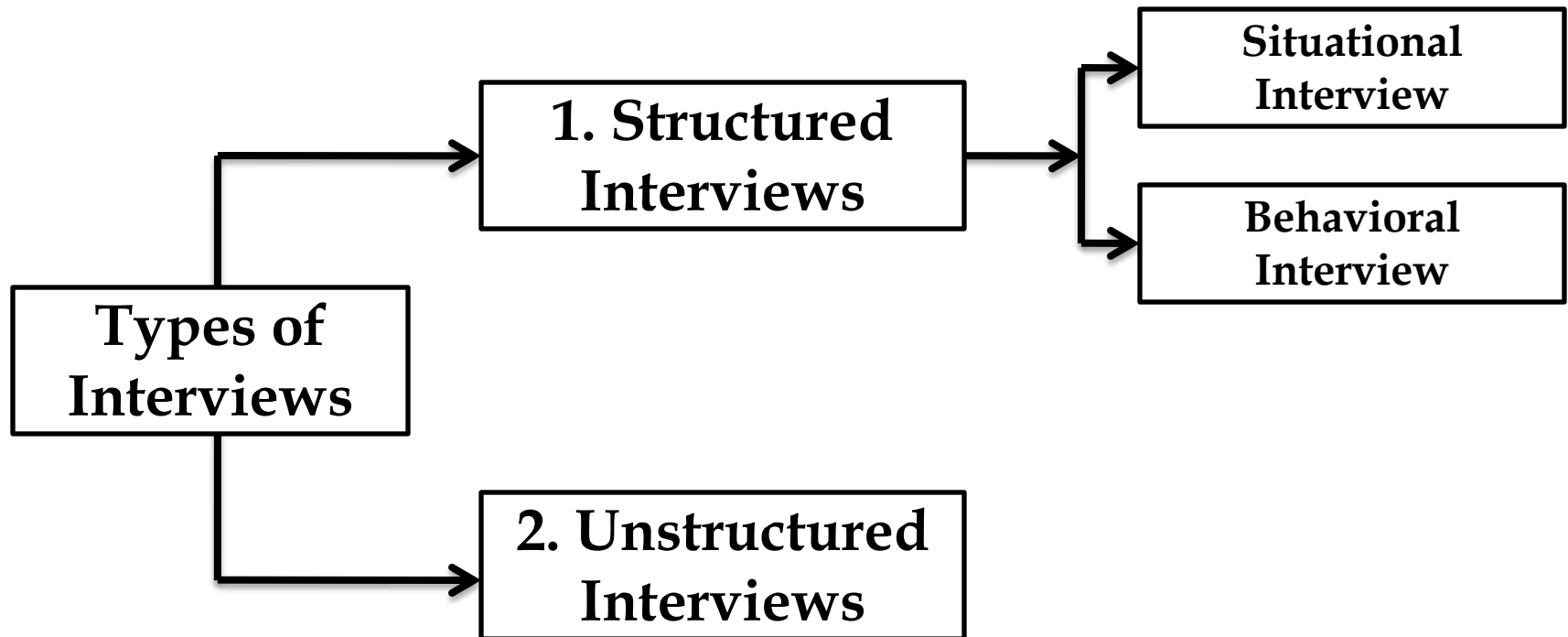
SELECTION METHODS Cont . . .

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.

SELECTION METHODS Cont . . .



SELECTION METHODS Cont . . .

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.

SELECTION METHODS Cont . . .

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

SELECTION METHODS Cont . . .

Table 6.5

Types of Employment Interview Question

	Format	Example Question	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.	<i>Poor Response:</i> Lost of conflict. The other members were ineffective. <i>Average Response:</i> I did all the work myself. <i>Superior Response:</i> 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?	<i>Poor Response:</i> Tell him he should check back later. <i>Average Response:</i> Apologize and tell him I will call him later. <i>Superior Response:</i> Listen, put him at ease, call the repair shop while he waits.

INTERVIEW QUESTION

SELECTION METHODS Cont . . .

INTERVIEW EVALUATION FORM

- Kohinoor Mills Ltd.
- Wateen Telecom
- Fauz



SELECTION METHODS Cont . . .

KOHINOOR MILLS LTD.

Recruitment Form
 For the Post: _____
 For the Dept: _____
 For the Location: _____

Section 1: Candidate Details
 Name: _____
 Address: _____
 Contact No: _____

Section 2: Educational Qualifications
 Degree: _____
 Institution: _____
 Year: _____

Section 3: Job Application
 I am applying for the position of _____
 I am enclosing _____
 I am enclosing _____

KOHINOOR MILLS LIMITED INTERVIEW RATING FORM

Name: _____

Position Applied for: _____

Description	Outstanding	Good	Average	Below average	Poor	Remarks
APPEARANCE/MANNERS	5	4	3	2	1	
SPEECH/COMMUNICATION	5	4	3	2	1	
REASONING AND JUDGEMENT	5	4	3	2	1	
EDUCATION	12	9	6	3	0	
JOB KNOWLEDGE	12	9	6	3	0	
EXPERIENCE IN WORK APPLIED FOR	12	9	6	3	0	
GENERAL KNOWLEDGE	5	4	3	2	1	
IQ	5	4	3	2	1	
POISE AND MATURITY	5	4	3	2	1	
PERSONALITY ATTITUDE AND SOCIAL ADJUSTMENT	5	4	3	2	1	
POTENTIAL	5	4	3	2	1	
TOTAL MARKS (MAX 100)						

STRENGTHS FOR THIS JOB:

WEAKNESSES FOR THIS JOB:

GENERAL COMMENTS:

RECOMMENDATIONS: YES NO REJECT

FOR WHAT AREA(S) IS APPLICANT BEST SUITED:

DATE: 9/4/2004 INTERVIEWER: _____

HRP/04/08

SELECTION METHODS Cont . . .

COMMON INTERVIEWING MISTAKES

Snap Judgments

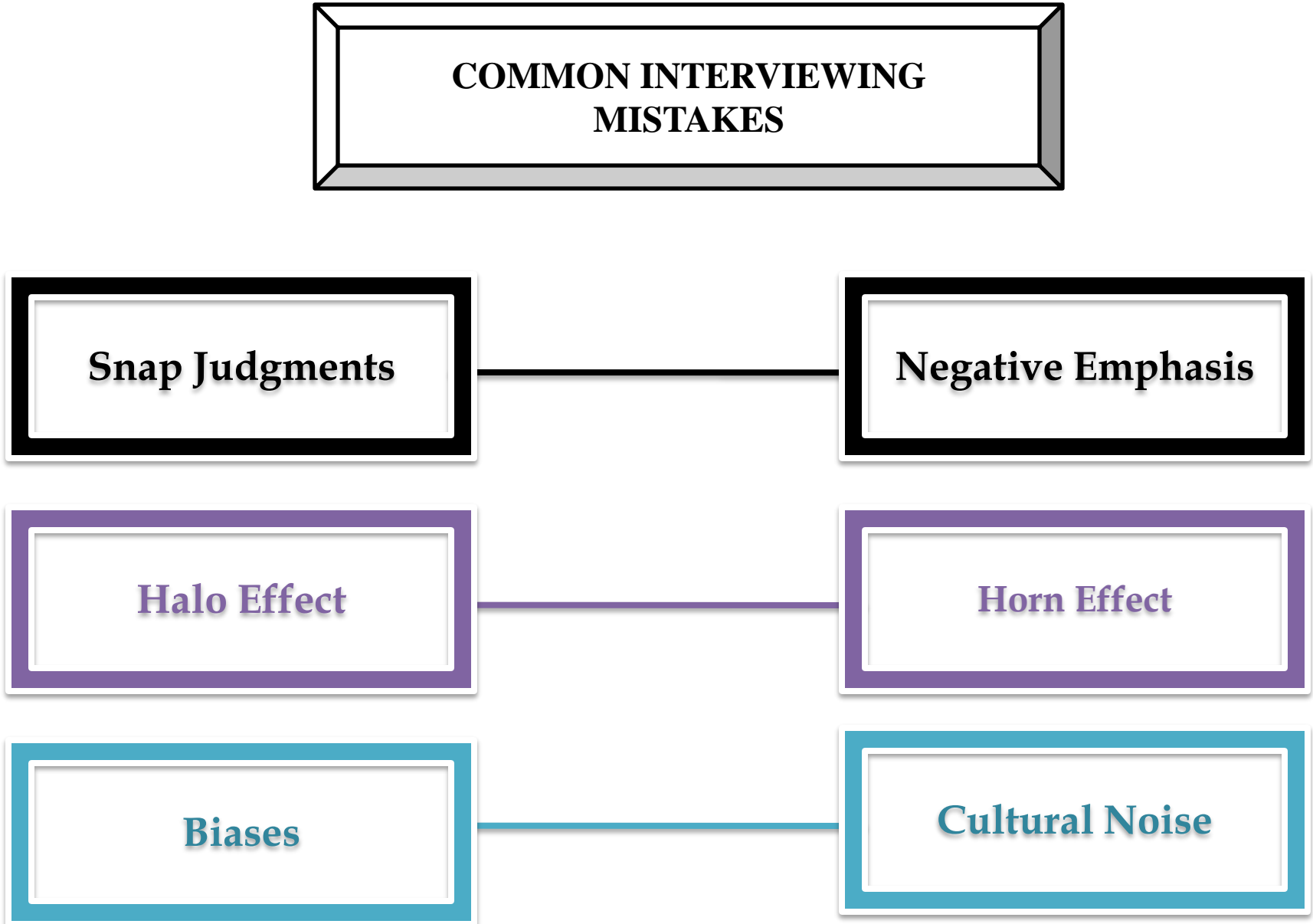
Negative Emphasis

Halo Effect

Horn Effect

Biases

Cultural Noise



CHAPTER : 3

RECRUITMENT

RECRUITMENT & SELECTION

SELECTION

Management Quality Circle

Recruitment Goals

Recruitment (2 way process)

Strategic Recruitment Decisions

Basic Selection Criteria

Selection process

Selection Methods

- Attract the Qualified Applicants
- Encourage Unqualified Applicants to self select themselves out
- Organization is looking for a Qualified Applicants
- Applicants are also looking for the Opportunities
- Budgeting
- Regular vs. Flexible
- Organizational vs. Outsourcing
- Internal vs. External

- | | |
|-----------------------------|---------------------------------|
| Formal Education | Experience and Past Performance |
| Physical Characteristics | KSA |
| Personality Characteristics | Other Characteristics |
- Initial Screening
 - Completed Application
 - Employment Test
 - Comprehensive Interview
 - Conditional Job Offer
 - Background Examination
 - Medical or Physical Examination
 - Permanent Job Offer

- Testing
- Gathering information
- Interviews

Internal Recruitment Sources

External Recruitment Sources

Internet Recruitment Sources

Recruiting Evaluation

Constraints on Recruiting

Testing

Information Gathering

Interviews

Common Interviewing Mistakes

- | | | |
|--------------------------|----------------------------|----------------------------|
| Organizational Data Base | Job Posting | Promotions & Transfers |
| Employee Focused | Employee Referrals | Re-recruit Former Employee |
| Colleges & Universities | Professional Organizations | Employee Leasing |
| Unsolicited Applications | Media Sources & Job Fairs | Placement Agencies |
| Job Boards | Employer Web Sites | |
| Quantity of Applicants | Quality of Applicants | Yield Ratio |
| Image of the Company | Attractiveness of Job | |
| Internal Org. Policy | Recruitment Cost | |

- | | | |
|------------------------|------------------|-----------------------|
| Cognitive Ability Test | Personality Test | Physical Ability Test |
| Integrity Test | Drug Test | Work Sample Test |

- | | | |
|--------------------|-------------------------|-------------------|
| Application Forms | Resumes | Biographical Data |
| Reference Checking | Defamation of Character | Negligent Hiring |

- | | | |
|--------------|-------------|------------|
| Structured | Situational | Behavioral |
| Unstructured | | |

- | | | |
|-------------------|----------------|-------------|
| Snap Judgments | Halo Effect | Horn Effect |
| Negative Emphasis | Cultural Noise | Biases |

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.

