RECRUITMENT AND SELECTION

☐ Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the company.

☐ Recruitment is the activity that links the employers and the job seekers

☐ Recruitment is the first step in filling a vacancy. Includes:

- ■ Examine the vacancy
- ■ Considering the source of suitable candidates
- ■ Making contacts with the candidates
- ■ Attracting applications from them

RECRUITMENT NEEDS

☐ Are of three types
  ■ Planned – arising from changes in organizational g structure, policy of retirement etc
  ■ Anticipated – movement in personnel which an organisation can predict by studying trends in internal and external environment
  ■ Unexpected – resignation, death, accident, illness

PURPOSE

- ☐ Attract and encourage more and more candidates to apply in the company

- ☐ Create a talent pool of candidates to enable the selection of the best candidates for the company

- ☐ Determine present and future requirements of the company in conjunction with its personnel planning and job analysis activities as

- Minimize unwarranted cost of selection
- Help increase the success rate of selection process by decreasing the number visibly under qualified or overqualified job applicants
- Help reduce probability that job applicants once recruited and selected will leave the company only after a short period of time
- Meet the company legal and social obligation regarding composition of workforce

- ☐ Identifying the vacancy : - post to be filled, number of persons, duties to be performed, qualifications required
- ☐ Preparing the JD and JS
- ☐ Locating and developing the sources of required number and type of employees
- ☐ Short listing

FACTORS AFFECTING RECRUITMENT

☐ Internal factors

☐ Recruitment policy

☐ HR planning

☐ Size of the firm

☐ Cost of recruitment

☐ Growth and expansion

- ☐ External factors
  - ■ Supply and demand
  - ■ Labour market
  - ■ Image/goodwill
  - ■ Political-social-legal environment
  - ■ Unemployment rates
  - ■ Competitors

SOURCES OF RECRUITMENT: INTERNAL AND EXTERNAL

- ☐ Internal:
- ☐ seeks to fill positions from among the rank of those currently employed
- ☐ Best suitable in succession planning – the process of ensuring a suitable supply of successors for current and future senior or key jobs

☐ Advantages:

☐ 1. It is less costly than external recruiting

☐ 2.company have a better knowledge of internal applicants skills and abilities than that which can be acquired of candidates in an external recruiting effort

- [ ] . Through performance appraisal and other sources of information about current personnel, decision makers typically will have much more extensive knowledge on internal candidates and thus make more valid selection decisions
- [ ] 4. An company policy of promotion from within can enhance organizational commitment and job satisfaction, leading to lower employee turnover and productivity
- [ ] 5. Best used for succession planning

- Disadvantages:
- 1. If the company has decided to change its business strategy, entrenched managers are problem not the best "change masters"" since the internal recruitment approach simply propagate the old way of doing things
- 2. Complaints of unit poaching good employees from another unit
- 3. Politics have a greater impact on internal recruitment. Personal biased decisions towards specific candidates not necessarily based on performance or job requirements

- ☐ 6. Groups are sometimes not as satisfied when their new boss is appointed from within their own ranks as when he/she is a newcomer. It may be difficult for the insider to shake off the reputation of being "one of the gang"
- ☐ 7. Inbreeding is another potential drawback. When all managers come up through the ranks, they may have a tendency to maintain the status quo, when a new direction is what is required. Balancing the benefit of morale and loyally with the possible inbreeding problem can be a challenge

SOURCES OF INTERNAL RECRUITMENT

- **Job posting/advertising**
- The most efficient way to do it is to have a job-posting system where announcement for positions is made available to all employees through newsletters, bulletin boards and so on.

Personnel records

- Another way is to examine personnel records which may reveal employees who are working in job below their education or skill levels, or/and have potential for further training or who already have the right background for the opening

- A firm cannot get all the employees they need from the current staff
- When the firm wants to inject a new perspective into running the company

EXTERNAL SOURCES

- Advertising
- Colleges
- Agencies
- Agency Search and Selection
- Head Hunting
- Open Evening
- Referrals and walk –ins
- Recruitment on the internet

ADVERTISEMENT

- ☐ Should have the following four point guide (AIDA):
  - ☐ Attention – must attract attention to the Ad or readers may just miss it or ignore it
  - ☐ Interest – you can create interest by the nature of the job itself, or with lines such as "will thrive on challenging work", or use other aspects such as location
  - ☐ Desire – by spotlighting the job interest factors with words such as *travel* or *challenge*
  - ☐ Action - Make sure the ad prompts action with statements such as "call today"

- ☐ Should contain the following information:
  - ◼ Job content (primary task and responsibilities)
  - ◼ A realistic description of the work conditions
  - ◼ The location of the job
  - ◼ The compensation including fringe benefits
  - ◼ Job specification (e.g. education and experience)
  - ◼ To whom one should apply

ADVERTISING

- For this to be successful the firm must address two issues:
- The advertising media
- The advert construction

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SELECTION

- With a pool of applicants, the next step is to select the best candidate for the job.
- This means whittling down the application pool by using the screening tools such as test, assessment centers, background and reference checks

Aapplication form

- Once you have a pool of applicants, the selection process can begin, and the application form is usually the first step in this process
- A filled application form provides four types of information:
- 1. You can make judgment on substantive maters, such as whether the applicant has the education and experience to do the job.
- 2. you can draw conclusion about the applicants previous progress and growth, a trait that is especially important for management candidates

WHY CAREFUL SELECTION IS IMPORTANT

1. it is costly to recruit and hire employees in terms of interviewing time, reference checking, traveling etc

2. legal implication of incompetent hiring can be costly and lead to court redress. If you hire a criminal who swindles customers, you will be liable

3. Performance

BASIC TESTS FOR SELECTION

- For effective recruiting, therefore, the selection test must be valid and reliable

- Validity:

- The test should measure what is supposed to measure. The evidence that is being tested should be job related, in other words, the performance on the test is a valid predictor of subsequent performance on the job

- ☐ There are two ways to demonstrate test validity: **criterion validity** and **content validity**

- ☐ Criterion validity – shows that those who do well in the test also do well on the job and vise versa

- ☐ Content validity – show that the test constitutes a fair sample of the content of the job

RELIABILITY

- Reliability refers to its consistency.
- It is "the consistency of scores obtained by the same person when retested with the identical test or with an equivalent form of test"
- If a person score 90% on Monday, then they should score the same on Tuesday for the same test

TYPES OF TESTS

☐ We can classify test according to whether they measure:

■ Cognitive (mental) abilities.
■ Or psychomotor (motor and physical)
■ Personality
■ Interest or achievements

OTHER SELECTION TECHNIQUES

- ☐ Background investigation and reference check
- ☐ Polygraph (lie detector) and honesty testing
- ☐ Graphology
- ☐ Physical examination
- ☐ Substance abuse screening

INTERVIEWING CANDIDATES

☐ An interview is a procedure designed to obtain information form a person through oral responses to oral enquires. On the basis of these responses the interviewer is able to predict future job performance

☐ Interview is by far the most widely used personnel selection method

TYPES OF INTERVIEWS

- ☐ Selection interview
- ☐ Appraisal interview
- ☐ Exit interview
- ☐ We can classify selection interviews according to:
  - ■ How they are structured
  - ■ Their content – type of questions they contain
  - ■ How the firm administers the interview

HOW THEY ARE STRUCTURED

☐ Interviews can be :

☐ Structured or unstructured

☐ Unstructured or nondirective

- There is generally no set format to follow so the interview can take various direction

- Lack of structures allow the interviewer to ask follow up questions and pursue points of interest as they develope

STRUCTURED OR DIRECTIVE INTERVIEWS

- The questions and acceptable responses are specified in advance and the responses rated for appropriateness of content. All interviewers generally ask all applicants the same questions, and hence:
    - Tend to be more reliable and valid
    - It increases consistency across candidates
    - Enhances job relatedness
    - Reduces overall subjectivity (and thus the potential for bias)
    - May enhance ability to withstand legal challenges

INTERVIEW CONTENT – TYPE OF QUESTIONS

- ☐ These could be **situational interview questions - ** asking candidates how they would behavior in a given **hypothetical** situation and evaluating the applicant based on the choice made
- ☐ **Behavior** interview questions asks interviewees to describe how they would reacted to an **actual** situation in the pasts

- **Job related** interviews – the interviewer tries to deduce what the applicant on the job performance will be base on his or her answers to questions about past behavior. The question here do not revolve around hypothetical questions but ask job related questions e.g. what does human resources recruitment and selection involve

- **Stress interview** – seeks to make the applicant uncomfortable with occasionally rude questions
- Aims is supposedly to spot sensitive applicants and those with low or high level of stress tolerance
- Stress interviews may help unearth hypertensive applicants who might overreact to mild criticism with anger and abuse

☐ **Puzzle questions** - meant to see how a candidates reacts under pressure. Used mainly for technical and finance related areas

ADMINISTERING THE INTERVIEW

- Interviews can be administered in several ways:
- One on one
- A panel interview
- Sequentially or all at once
- Computerized or personally

- **First impression –**
- **Misunderstanding of the job Candidates-order (contrast) error and pressure to hire**
- **Non verbal behavior and impressions management –**

Effect on personal characteristics stereotyping :

DESIGNING AND CONDUCTING AN EFFECTIVE INTERVIEW – STEPS

The structured situational interview –procedure:

1. Job analysis -write a job description and list of duties, knowledge, skills and abilities
2. Rate the job duties
3. Create the interview questions –situational questions, job knowledge questions etc
4. Create benchmark answers with a five point rating scale
5. Appoint an interview panel and conduct interview – 3 – 6 members preferably the same employees who wrote the questions , also include job supervisor and/or incumbent, and an HR representative

- . **Prepare for the interview**
- The interview should take place in a private room with minimum interruptions
- Prior to the interview, review the candidates application and resume and not areas that are vague or that may indicate strengths or weaknesses
- Remember the duties of the job and the specific skills and traits that you are looking for – review the job specifications
- Start the interview with an accurate picture of the traits for the ideal candidate.

- 3. **Establish rapport** – put the person at ease – greet the applicant, drop in some courtesy words and start interview with non related question, e.g.. About the whether

- Be aware of peoples background and make additional efforts to make such people relax

- **4. Ask questions** – follow your list of questions.
- Don't ask questions which can be answered with yes or no, don't push words into the applicants mount, don't interrogate the applicant as if the person is a criminal , don't be patronizing, sarcastic – ask open ended questions, listen to the candidate, , encourage them
- 5. **Close the interview** – leave time to answer any questions the candidates may have
- End the interview with a positive not, tell the applicant the next steps, make any rejections diplomatically
- **6. Review the interview** – review notes and fill in the structured interview guide