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HRM

RECRUITMENT AND SELECTION

The recruitment and selection process begins with forecasting future demand, it relies on projection but takes into account shifts brought about by changes in technology and organisational goals. Decisions are needed about the balance between external recruitment and internal staff development or workforce reduction.

Job and role

analysis. Helps to identify tasks new recruits are expected to undertake. Job analysis - process of collecting, analysing and setting out information about the contents of the job in order to provide the basis for a job description and data for recruitment, training, job evaluation and performance management. Issue of cost is pertinent as benefits always need to be weighed against the time, effort and money expended. 4 main techniques: observation, work diaries, interviews and questionnaires and checklists. Using several techniques together can reduce the likelihood of a poor person specification.

Job description

Results from job analysis provide the basis. The tendency has been to focus on the skills employed need short term and not long term. Typically include: location, responsibilities, main purpose of job, working conditions. It is criticised for being out of dated and irrelevant to modern times, symptomatic of what is seen as a collectivist, inflexible and rules oriented culture. It is also argued that workers should not be concerned with the precise definition of standard behaviour but rather with how value can be added through personal initiative.

Person Specification and

Competency Frameworks. Person Specification outlines the human attributes seen as necessary to do the job. Best known is Rodgers' 5 Point plan and Frasers 5 point plan - physical make up, intelligence, mental attributes etc. Frameworks are valued but now unethical, inappropriate and potentially discriminatory. Now rely on a competency framework comprised of: natural competences, Acquired competences, adaptive competences and performing competences. Faulted

on softer customer service skills rather than harder tech skills of employees seek positive employee attitudes.

Recruitment method selection techniques cannot overcome failures in recruitment, they merely make them evident. Recruitment process crucial if applicants are in a more powerful position than prospective employers. In some cases it is difficult to recruit knowledge workers so employers need to make jobs appealing, challenging and worthwhile to encourage genuine interest. Decisions need to be made about the sources from which to recruit, at what costs and by which medium. If it generates too few or many applicants, the process is expensive. Choosing cost effective method therefore depends on organisational need and type of vacancy.

Internal recruitment. Quarter of all vacancies filled internally. Public sector organisations most likely to recruit for new posts internally. Closed search use the external labour market, but it is limited to workers the employer knows in some way (includes word of mouth recruitment or referral by existing staff that recommend, friends). Major advantage is that employees are unlikely to recommend friends they deem conflict with the culture. Make use of external contacts at schools, colleges and universities to identify suitable people. Recruitment agencies and search consultants are also a key source typically because they have access to better database of suitable staff, many of whom may not have applied through open search. Outsource to speed up process, gain greater access to expertise and provide a more flexible and responsive service.

Response method. Differ from closed method because employers interview casual callers or former applicants whose names and addresses are on file (shop), but advertise vacancies inside the place to generate applications. Prevalent in SMEs.

Open searches. This covers the largest number of techniques. Ads in papers remain popular for most sectors. Online recruitment has taken off.

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recently. Suggestion that it is one of the most effective source of new recruit according to employers. Some anxieties that online recruitment is replace intensive personal with agencies that sift applications for the company as well as dealing with issues to do with equality in relation to access to these systems. Advantage to employer: Reduced cost of recruitment, improved corporate image if website is well designed, reduced administration, shorter recruitment cycle, wider pool of applicants including from overseas and easier process for candidates to complete. Disadvantage to employer: Too many unsuitable candidates, technical problems with website, impersonal ~~problem~~ nature of the process, applicants can be put off if website is poorly designed. Website design and orientation has major impact on user perception of how attractive the company is to work for.

(having the most appropriate)

Selection method. Popularity of selection method can be gauged from the results of annual civil survey over a number of years. Interviews remain very popular even in their traditional form but competency / structured based interviews have become more widespread over the last few years to become the most popular form of all. Phone interview also remain popular. Tests appear to have declined in popularity, apart from online tests which are increasingly being used as a pre selection device. Assessment centre use in decline. We must realise that technique used varies between countries as societal, cultural and institutional factors are important when choosing the appropriate technique. It is suggested that ~~even~~ most techniques have much lower levels of accuracy in producing effective selection decision. For individual techniques, work sampling offers the highest likelihood of success, closely followed by intelligence tests and structured interviewing. Combining techniques greatly increases accuracy. Virtually no research has been done on the determinants of the selection process itself, or on the employer's choice. More sophisticated methods were used where work was more complex because traditional methods

were unable to capture the range of attributes sought, whilst multiple methods provided alternative perspectives. Criteria for assessing each method are practicability, sensitivity, reliability and validity.

Interviews. Widely used for selection but also roundly condemned. They are cheap to conduct but criticised for unacceptable levels of reliability, poor predictive validity and low sensitivity. Many legal issues surround interviews, in terms of equal opportunities, data protection and confidentiality as well as human rights. Interviews are often blamed for poor outcomes, when the real problem is that they have been conducted by untrained and inadequately prepared interviewers. One to one interviews can be biased. A group interview minimises the potential for overt bias. In traditional interviews, views that applicants are defined as good if they obey the rules of the interview and bad if they don't. Interviewers tend to select candidates displaying attributes they regard as important, behaving/looking like others for whom they have positive feelings or saying things with which the interviewer agrees. Systematic interviews - candidates asked some questions and are rated in a systematic manner. They improve reliability but problems of validity remain. Some applicants are good at impression management articulating their achievements with ease but poor at putting plans into effect.

Selection Testing. Crucial that HR practitioners recognise the limits of their own expertise and when to seek advice on test usage and from which suppliers. Psychological tests should be chosen carefully and be appropriate for the situation, be applied systematically in a standard manner, and should be comparable of comparison with norms for the particular group in question. Tests must be supported by strong evidence and statistical data that demonstrate their validity in a particular occupational setting, legal and organisational context. Cognitive tests are designed to measure mental ability and take several different forms. First test of achievement purports to measure mental ability on the degree of knowledge and skill. Second → general intelligence. Third measures

Microsoft

- Emphasis on headhunting for positions
- Strong marketing
- University graduates
- Strong online social media presence
- Poach from other firms