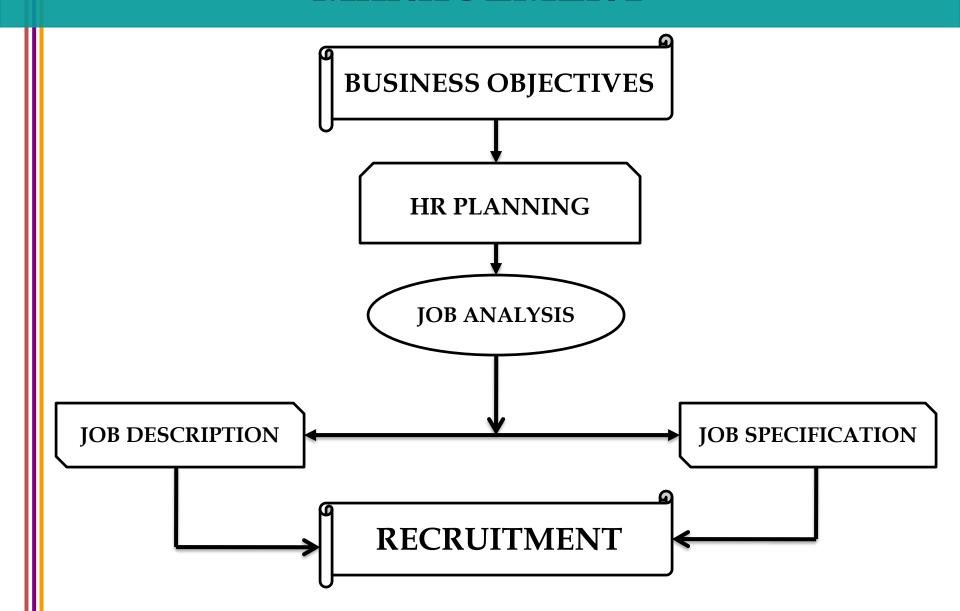
# RECRUITMENT AND SELECTION

### HUMAN RESOURCE MANAGEMENT



#### RECRUITMENT

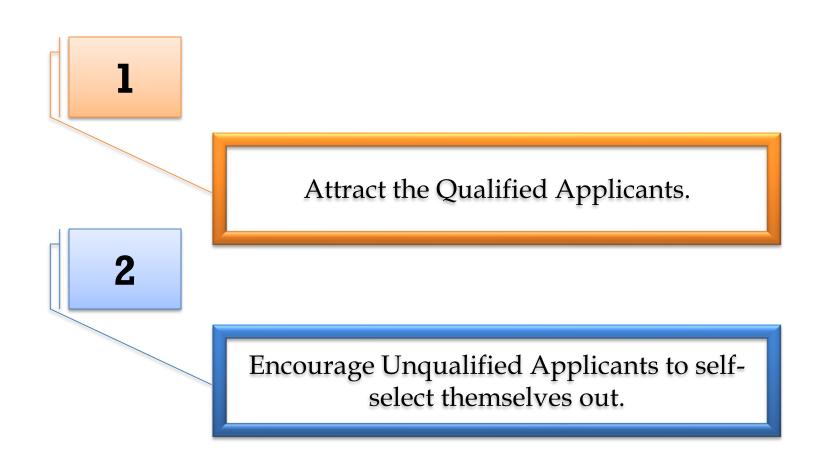
The Process of generating a pool of qualified candidates for a particular job.

OR



The Process of discovering potential candidates.

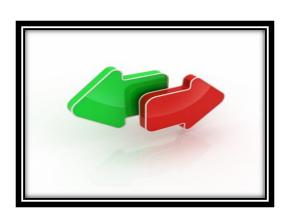
#### RECRUITMENT GOALS



# RECRUITMENT IS A TWO WAY STREET



Applicants are Looking for the Potential Emplacement Opportunities

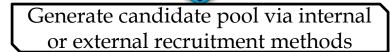


#### RECRUITMENT PROCESS

#### **ORGANIZATION**



Vacant or New position occurs



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



STRATEGIC RECRUITING DECISIONS

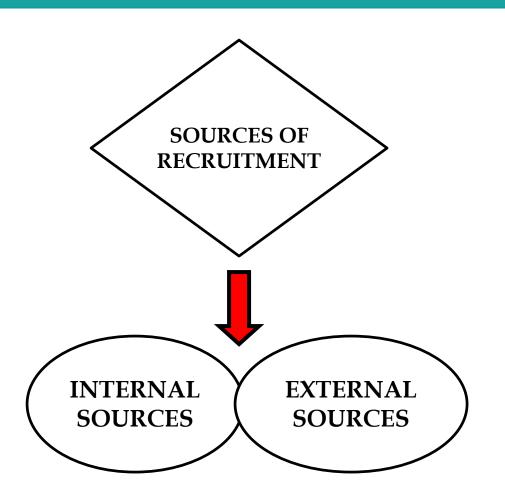
DECISIONS ON RECRUITING SOURCES/METHODS

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

- ➤ Where to Recruit: Internal/External
- ➤ Who to Recruit: Flexible Staffing Options (Contractual, Seasonal, full/part time etc.)
- ➤ Nature of Job Requirements

- ➤ Advertising Choices
- ➤ Recruiting Activities

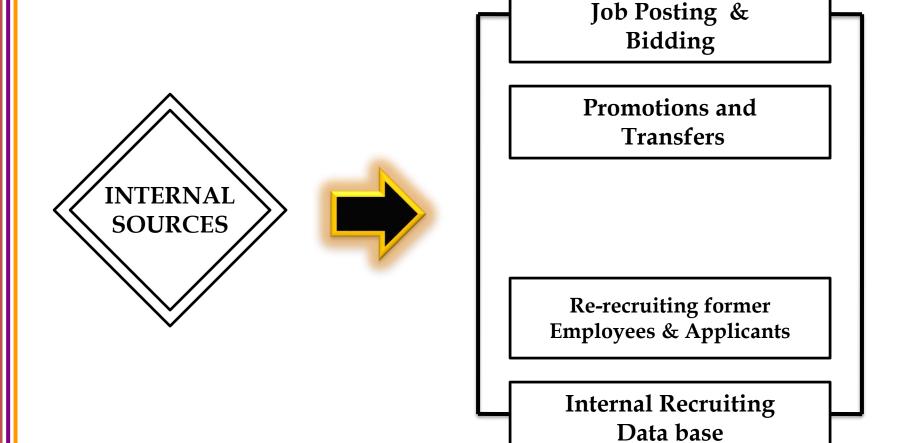
#### SOURCES OF RECRUITMENT





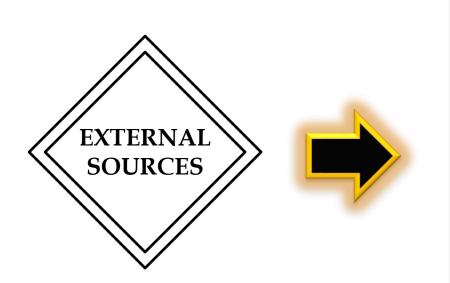


#### SOURCES OF RECRUITMENT

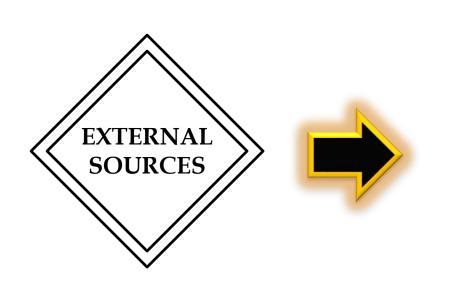


#### **INTERNAL SOURCES**

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			



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



Employee References

Factory gate hiring

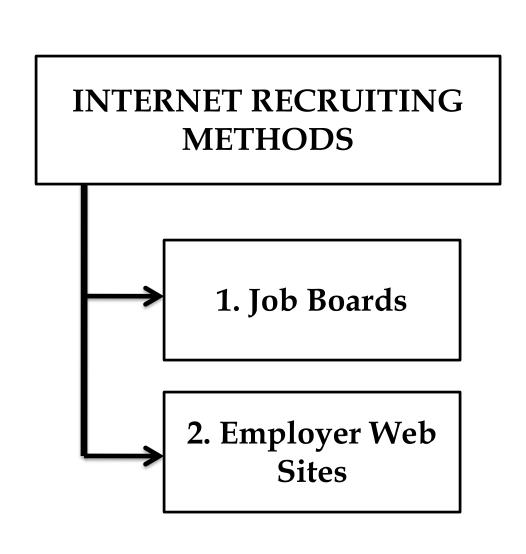
Labour contractors

Casual callers

#### **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			
➤ May bring new industry insights	time			

#### INTERNET RECRUITING METHODS















# INTERNET RECRUITING METHODS Cont...

ADVANTAGES	DISADVANTAGES		
> Cost savings	➤ More unqualified applicants		
> Time savings	➤ Additional work for HR staff		
> Expanded pool of applicants	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).

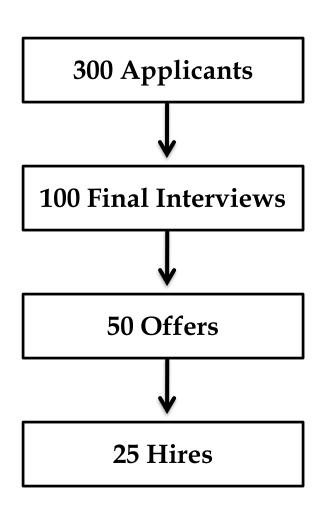
#### RECRUITING EVALUATION Cont...

**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**



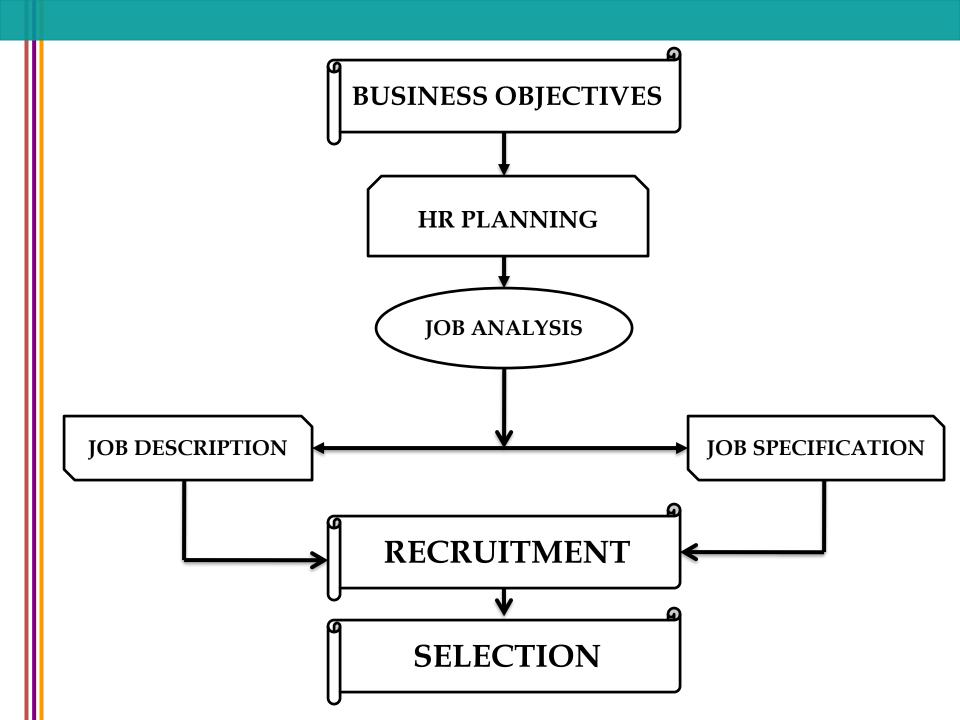
Attractiveness of Job





Internal Organizational Policy

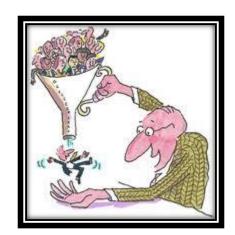
**Recruitment Cost** 



#### **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

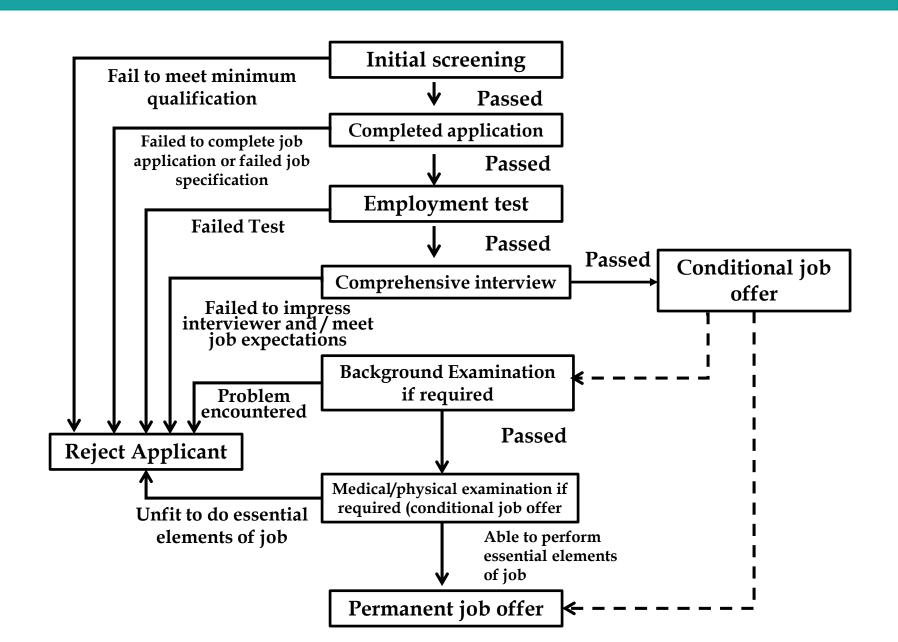
BASIC SELECTION CRITERIA **Formal Education** 

**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 <u>Testing</u>

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.

#### 3. Personality Testing

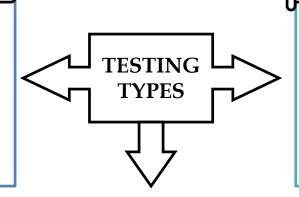
**TESTING** 

**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

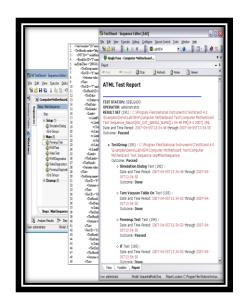
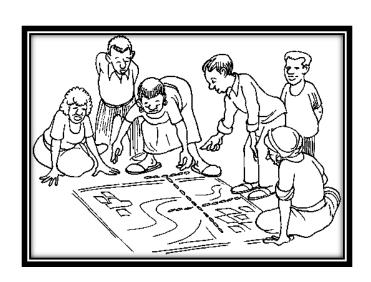


	Table 6.3 Wonderlic Personnel Test Sample Questions						
1.	Which of the follow A) Jan 16, 1898			Feb. 2, 18	98 D) Jan.	. 7, 1898	E) Jan. 30, 1889
2.	LOW is to HIGH as J) SUCCESSFUL	EASY is to K) PURE	? L) TALL	M) IN	TERESTING	N) DIFF	ICULT
3.	What is the next no J) 75 K) 88			9 41 N) 99	53 65	77	?
4.	One word below app She gave a complex A) long B) b	answer to the	question a			er.	
5.	Jose's monthly par June \$40 more tha J) \$66 K) \$1	n May. His ave	rage month	ly parking			
6.	If the first two state Sandra is responsib Notebooks are office	le for ordering	STATE OF THE STATE		t true?		
	Sandra is responsible for ordering notebooks.						
	A) yes B) no	C) uncert	ain				
7.	Which THREE of the A) observable	e following wo B) manifest		nilar meani othetical		ite E)	theoretical
8.	Last year, 12 out o customer service, v J) 1% K) 2%	which was				warded 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



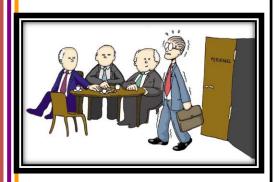
➤ Historical events that have shaped a person's behavior and identity.

Reference Checking

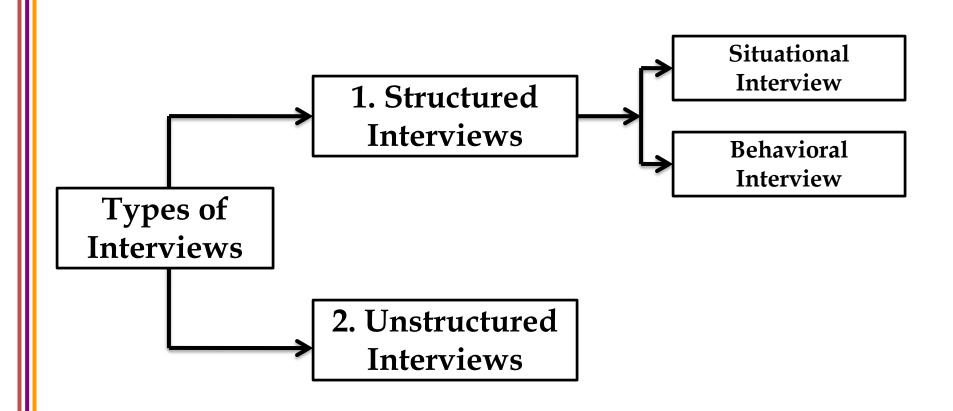


➤ Involves contacting an applicant's previous employers, teachers, or friends to learn more about the applicant Issues with reference checking

### 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

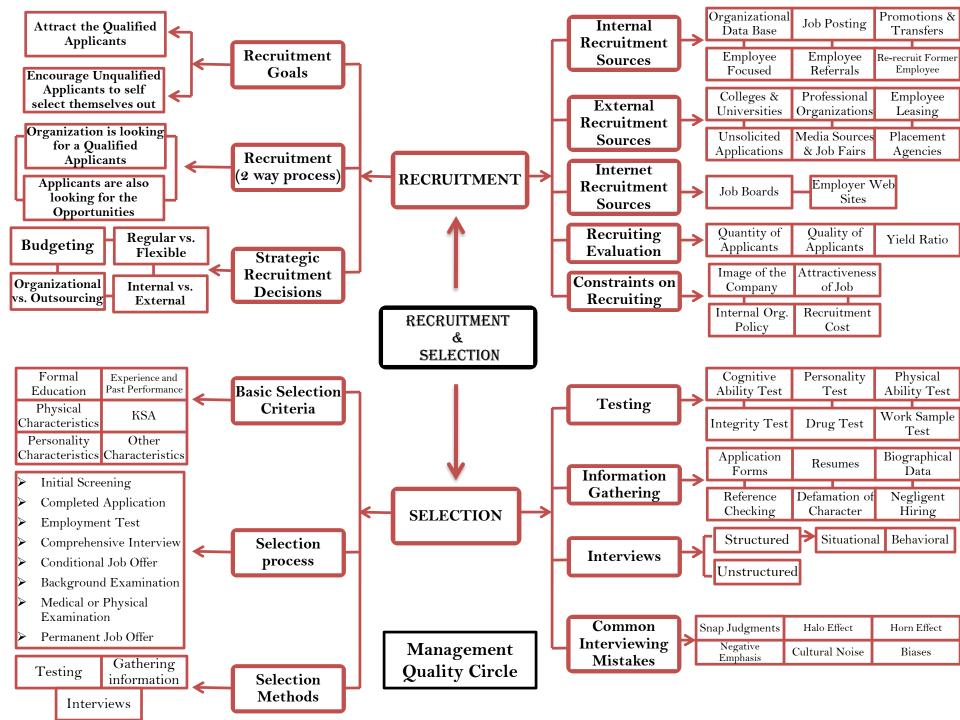
### BEHAVIORAL INTERVIEW

• 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.



#### **PLACEMENT**

&

**INDUCTION** 

#### **PLACEMENT**

- Placement is the process of assigning a specific job to each one of the selected candidates.
- It is the actual posting of an employee to a specific job.
- It involves assigning a specific rank and responsibility to an individual.

#### **BENEFITS OF PROPER PLACEMENT**

- The employees is able to :-
- Show good results on the job.
- Get along with people easily.
- Keep his spirits high, report for duty regularly.
- Avoid mistakes and accidents.
- Thus, Placement is an important Human Resource activity.

#### INDUCTION/ORIENTATION

Induction or Orientation is:

"the process of receiving and welcoming an employee when he/she first joins a company and giving him/her the basic information s/he needs to settle down quickly & happily and start work."

It is the process of indoctrination, welcoming and socialization.

#### **OBJECTIVES OF INDUCTION**

- An Orientation programme is designed to serve the following purposes:-
- To explain duties & responsibilities, company policies & rules and other relevant information to the newcomer.
- To help the person overcome his natural shyness & nervousness.
- To make the new entrant feel at home & develop a sense of pride in the organization.

#### **OBJECTIVES OF INDUCTION**

- To develop among the newcomers a sense of belonging & loyalty to the organization.
- To foster a close & cordial relationship between the newcomer and the old employees, supervisor.
- To give necessary information such as location of cafeteria, restrooms, leave rules etc.

#### **INDUCTION PROGAMME:STEPS**

#### 1. Organizational Issues:

- History of company
- Organizational structure
- Names & titles of key executives
- Employee's title & department
- Company policies & rules
- Disciplinary procedures
- Safety measures

#### CONTD...

- 2. Employee benefits:
- Pay scales, pay days
- Leaves
- Training & development avenues
- Counselling procedures
- Grievance handling procedure
- Insurance, medical, recreation, retirement benefits.
- 3. Introductions:
- To supervisors To trainers
- To co-workers To employee counselor

#### CONTD...

- 4. Job duties:
- Job location
- Job tasks
- Overview of jobs
- Job objectives
- Relationship with other jobs
- ☐ SOCIALIZATION
- ☐ FOLLOW UP

#### 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.



# THANK YOU