

LECTURE 4

RECRUITMENT AND SELECTION

By
Dr. Nisha Palagolla
23rd April 2025



LEARNING OUTCOMES

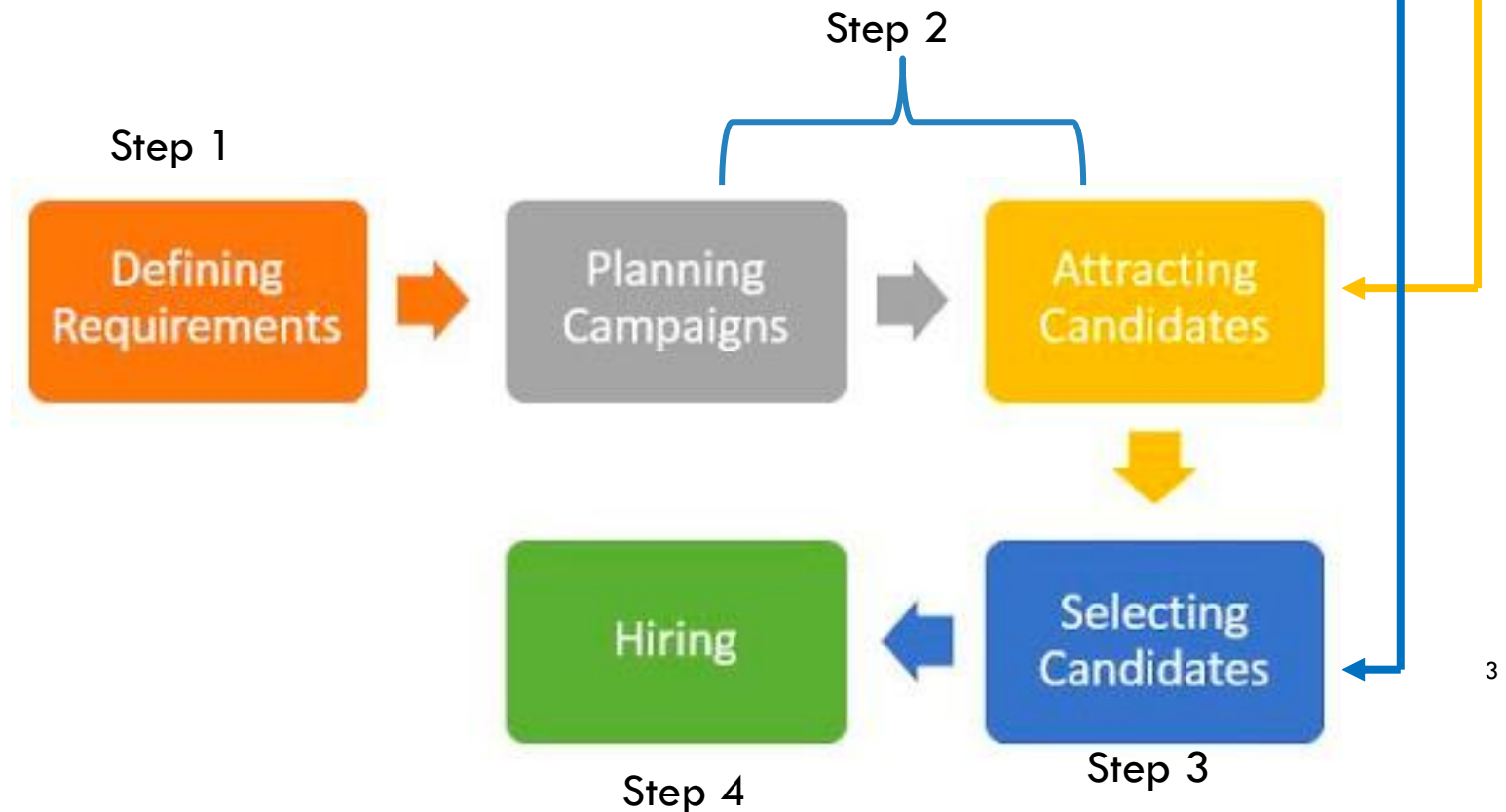
On successful completion of this lesson, the learner will be able to:

- LO1:** Define recruitment, selection and related concepts.
- LO2:** Understand the aim and steps of recruitment & selection process.
- LO3:** Understand the use of job description and job specification.
- LO4:** Identify, evaluate and choose the most appropriate sources and methods of recruitment and selection.
- LO5:** Discuss advertising, interviewing, testing and competency modeling as the most common methods of recruitment and selection.

DEFINING TERMS

➤ **RECRUITMENT:** Attracting the right pool of candidates

➤ **SELECTION:** Choosing the right KSAOs



THE AIM

Recruitment & Selection:

To hire the right type and right number of employees required to satisfy the human resource needs of the company effectively and efficiently.

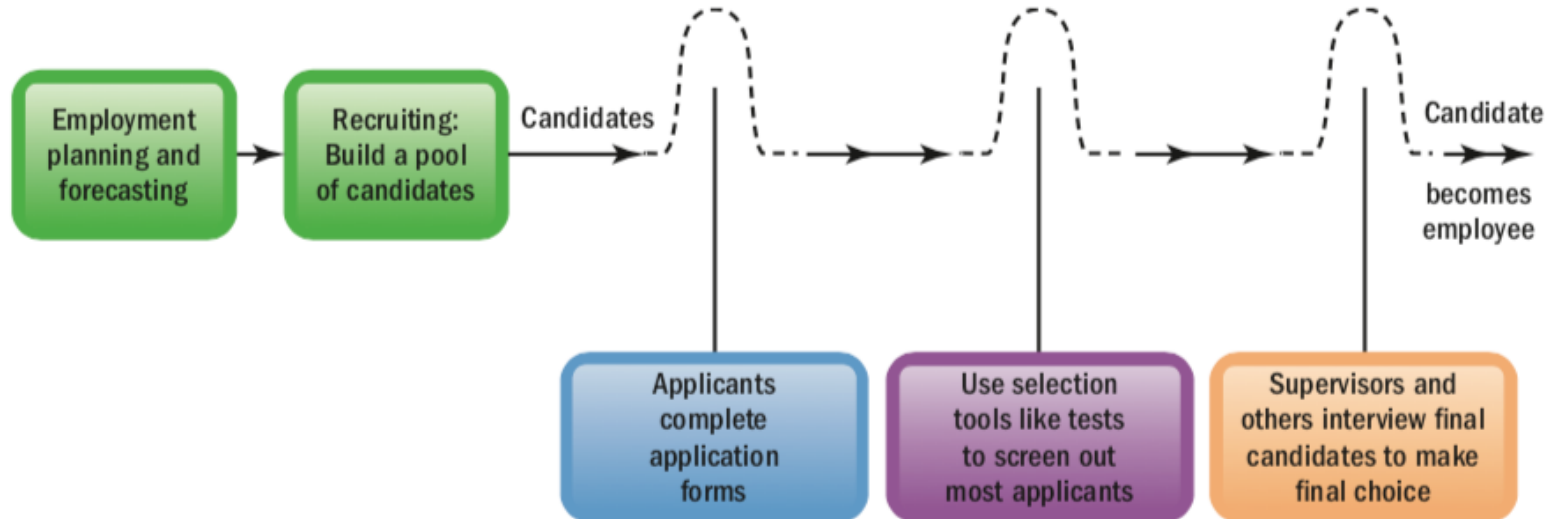


RECRUITMENT & SELECTION PROCESS

- There are three basic stages of recruitment and selection:



1. Defining requirements
2. Attracting candidates
3. Selecting candidates

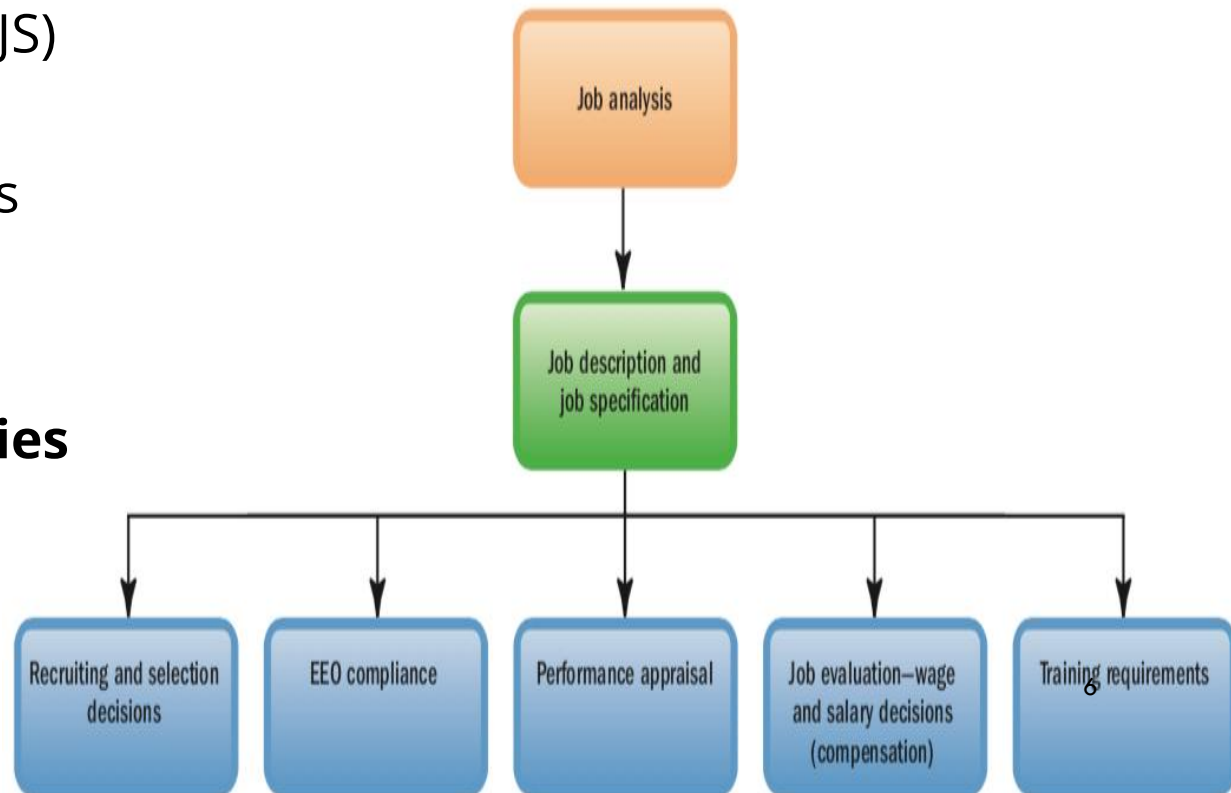


The recruitment and selection process is a series of hurdles aimed at selecting the best candidate for the job

STEP 1: DEFINING REQUIREMENTS

Quantity, Quality, Time, Place, Cost

- HR requirements are defined through the HR planning process:
- **Job analysis & design**
 - ✓ Job descriptions (JD)
 - ✓ Job specifications (JS)
- **Job evaluation**
 - ✓ Terms & conditions
 - ✓ Compensation
- **Gap analysis**
- **Gap closing strategies**



JD & JS

➤ **Descriptive**

How jobs had been carried out in the past

➤ **Prescriptive**

How jobs should be carried out in the present

➤ **Predictive**

How jobs will/might be carried out in the future

**Jobs are unlikely to remain static over time.
Thus, a more future-oriented approach to job analysis
is needed.**

STEP 2: ATTRACTING CANDIDATES

- Identifying, evaluating and reaching out the most appropriate group of applicants:
 - **Analysis of recruitment strengths & weaknesses**
 - **Sources of candidates**
 - **Methods of attracting candidates**



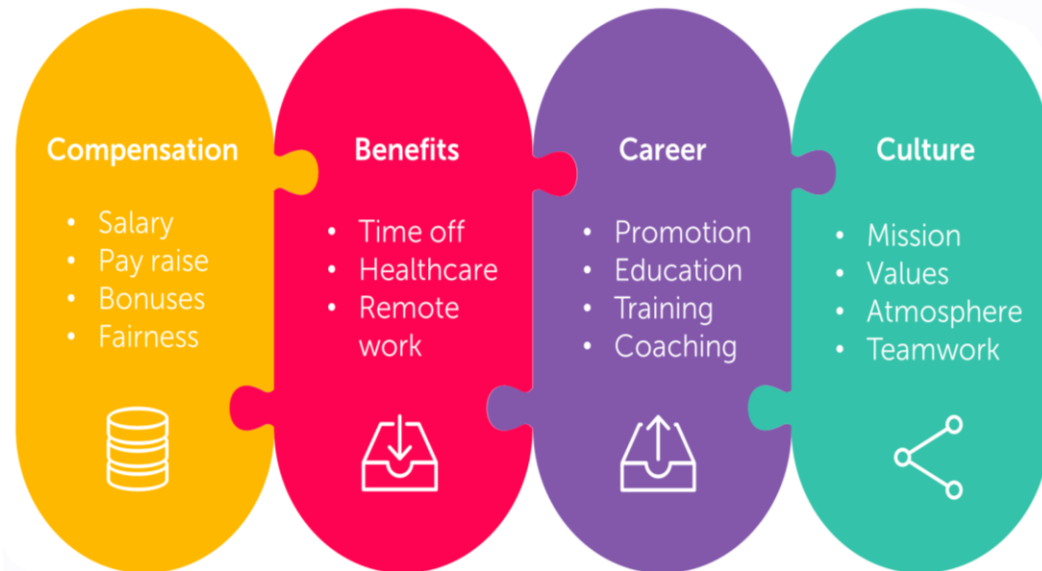
RECRUITMENT POLICY

- A well-developed recruitment policy should be in place prior to commencing with the recruitment process to guide:
 - Source of recruitment
 - Methods of recruitment
 - Process of recruitment
 - Conditions of recruitment (eg: full-time/flexi-time workers)
 - Diversity and equal employment opportunity

Including but not limited to

EMPLOYEE VALUE PROPOSITION (EVP)

- Employees' perceptions of what they are worth/ the benefits associated with the position as positive and worthwhile.
- The distinct package of benefits and positive appeal associated with the position are collectively referred to as EVP.
- EVP includes:
 - Direct rewards
 - Indirect rewards



SOURCES AND METHODS

Internal

- Job posting
- Skills inventories
- Replacement charts

External

- Referrals
- Former employees
- Advertisements
- Employment agencies
- Job fairs
- Tertiary campus recruiting
- E-recruitment

ADVERTISING

- The most obvious method of attracting candidates.
- The objectives of an advertisement should be:
 - To attract **attention**
 - To create and maintain **interest**
 - To create **desire**
 - To stimulate **action**



CHOOSING AN ADVERTISING AGENCY

- Choosing a good advertising agency is inevitable for effective results.
- The following steps should be taken when choosing an advertising agency:
 - Check its experience in handling recruitment advertising
 - See examples of its work
 - Check with clients on the level of service provided
 - Meet the staff who will work on the advertisements
 - Check the fee structure
 - Discuss methods of working

WRITING AN ADVERTISEMENT

- A good design of an advertisement attract a good pool of candidates.
- The following elements should be included when writing an advertisement:
 - A compelling headline
 - The organization
 - The job
 - The person required
 - The pay and benefits offered
 - The location
 - The action to be taken



STEP 3: SELECTING CANDIDATES

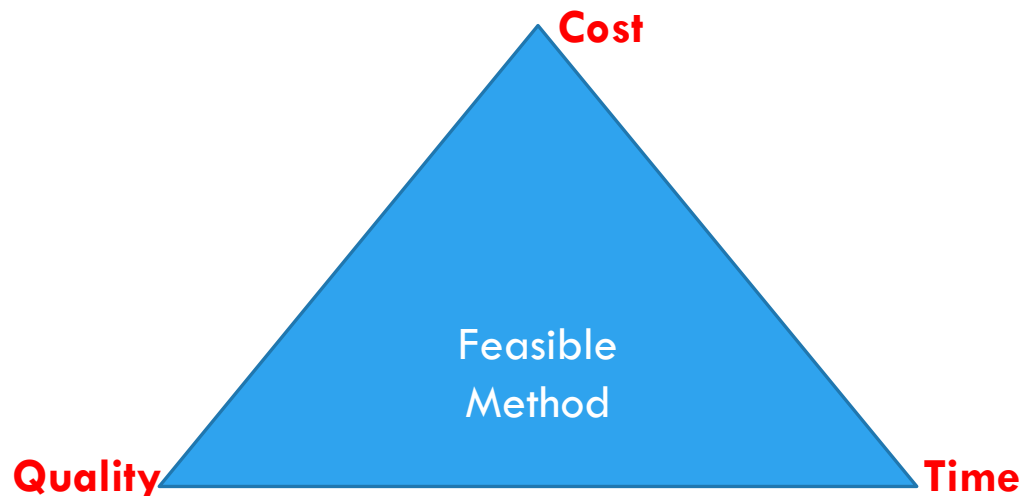
- Selection is the process of choosing the best candidate for a vacant position in the organization.
- **Selection process includes:**
 1. Applications received
 2. Initial screening
 3. Gather information about applicant
 4. Evaluate/compare qualifications of each applicant
 5. Employment test and/or interview
 6. Assessment
 7. Reference/background check/s
 8. Final selection decision
 9. Medical check
 10. Job offer/Appointment

FACTORS THAT INFLUENCE SELECTION

- Size & type of the organization
- Objectives of the organization
- Structure & culture of the organization
- Type of jobs to be filled
- Motivation and interest
- Time available for the selection decision
- Job environment
- Selection methods
- Legislation
- Community
- Geographic location
- Labour market/Applicant pool

DECIDING ON METHODS OF SELECTION

- When choosing the best candidate for a vacant position, selection method plays a major role. When making the choice, refer to the three criteria:
1. Cost
 2. Speed
 3. Likelihood of providing good candidates



METHODS OF SELECTION

- Individual interviews
- Interviewing panels
- Selection boards
- Assessment centers
- Work sample tests
- Ability tests
- Personality tests
- Psychometric tests
- Bio data
- Application form
- References
- Internships / apprenticeship
- Educational & training establishments
- Graphology



INTERVIEWER & INTERVIEWEE SKILLS?

- Establishing rapport
- Listening
- Maintaining continuity
- Keeping control
- Questioning
- Note taking

Including but not limited to



INTERVIEW QUESTIONS

- Open questions
- Probing questions
- Closed questions
- Hypothetical questions
- Behavioral event questions
- Capability questions
- Questions about motivation
- Continuity questions
- Play-back questions
- Career questions
- Focused-work questions
- Questions about outside interests
- Unhelpful questions
- Questions to be avoided



DOs OF SELECTION INTERVIEWS

- Give yourself sufficient time
- Plan/structure the interview
- Create the right atmosphere
- Start with open questions
- Establish a good relationship
- Encourage the candidate to talk
- Follow the agenda to maintain continuity
- Ask clear and unambiguous questions
- Make sure to collect all information and examples needed
- Keep control over the content & timing of the interview



DON'Ts OF SELECTION INTERVIEWS

- Attempt too many interviews in a row
- Fall into the halo or horns effect trap
- Start the interview unprepared
- Plunge too quickly into demanding (probe) questions
- Ask multiple or leading questions
- Pay too much attention on irrelevant things
- Allow candidates to skip important facts
- Talk too much

DON'T
X

COMPETENCY MODELING: AN INTERVIEW GUIDE

Identifying and matching worker's knowledge, skills, abilities and behaviours with the performance required by a particular job.

- It analyses what attributes of a job holder account for effective and superior performance.
- Competencies defined for a role are used as a framework for a selection process.
- A competency approach helps to identify the most effective selection technique/s.



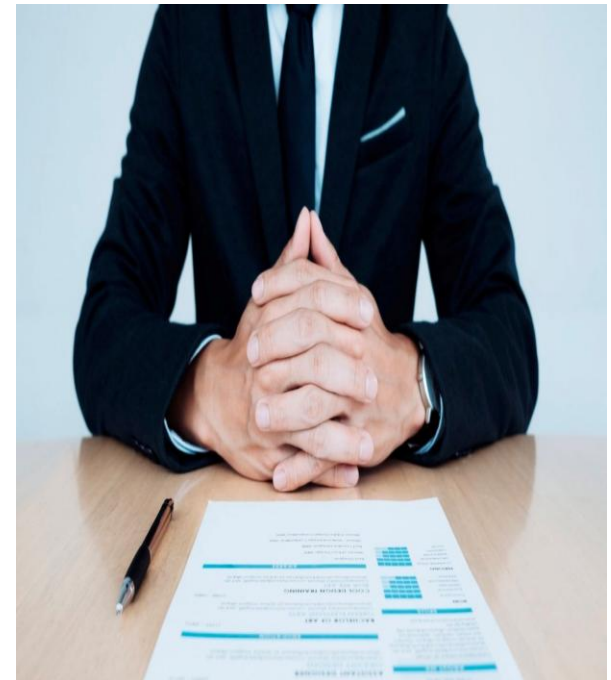
CHALLENGES OF RECRUITMENT & SELECTION

- Performance and retention of employees have been the major challenge of all organizations.
- Performance and retention issues are mainly rooted from recruitment and selection.
- Some factors that the recruitment & selection panel should discuss with the candidates:
 - Job scope & performance
 - Code of conduct
 - Strategic plan
 - Remuneration
 - Environment
 - Growth
 - Relationships
 - Support

IN – CLASS DISCUSSION

Preparing a CV? Facing an interview?

Get attracted
&
Get chosen



SUMMARY

- Recruitment and selection is a complex process which demands careful attention throughout.
- All organizations face the challenge of hiring the best people to ensure organizational performance.
- The aim of recruitment and selection is to obtain the number and quality of employees required at minimum cost to satisfy the human resource needs of the company.
- Defining requirements, attracting candidates and selecting candidates are the three basic stages of recruitment and selection.
- Attracting is about identifying, evaluating and using the most appropriate source of applicants.
- Selection is the process of choosing the best candidate for a vacant position in the organization.
- Advertising is the most obvious method of attracting candidates. Diverse interviewing and testing methods are The most obvious method of selecting candidates.

RECOMMENDED READING & IMAGE SOURCES

- Armstrong, M. (2009) Armstrong's Handbook of Human Resource Management Practice. 11th Edition, Kogan Page Limited, London.
- Boxall, P., Purcell, J. and Wright, P. (2007). The Oxford Handbook of Human Resource Management. Oxford: OUP.
- Gary Dessler (2017). Human Resource Management. 5th Edition, Pearson.
- Gibb, S. (2007). Human Resource Development: Processes, Practices and Perspectives. Basingstoke: Palgrave.
- Marchington, M. & Wilkinson, A. (2011). Human Resource Management at Work: People Management & Development. 5th Edition. London: CIPD.

NEXT LECTURE

- **Date:** 30th April 2025
- **Time:** 12:00 – 2:00 pm
- **Topic:** Performance Management