

## LECTURE 4

# RECRUITMENT AND SELECTION

By

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23<sup>rd</sup> April 2025



# LEARNING OUTCOMES

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

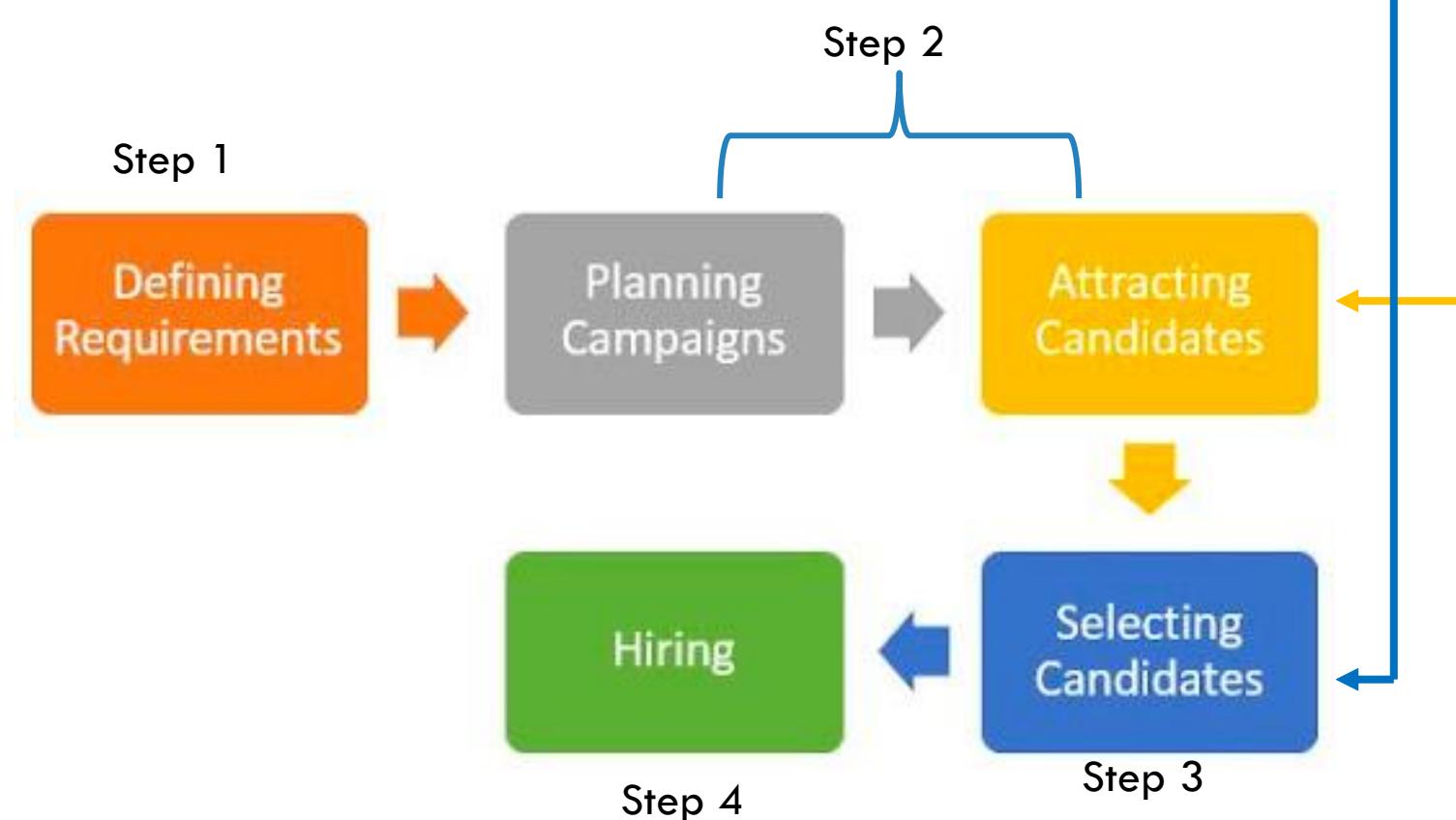
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- LO1:** Define recruitment, selection and related concepts.
- LO2:** Understand the aim and steps of recruitment & selection process.
- LO3:** Understand the use of job description and job specification.
- LO4:** Identify, evaluate and choose the 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

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- **RECRUITMENT:** Attracting the right pool of candidates
- **SELECTION:** Choosing the right KSAOs



# THE AIM

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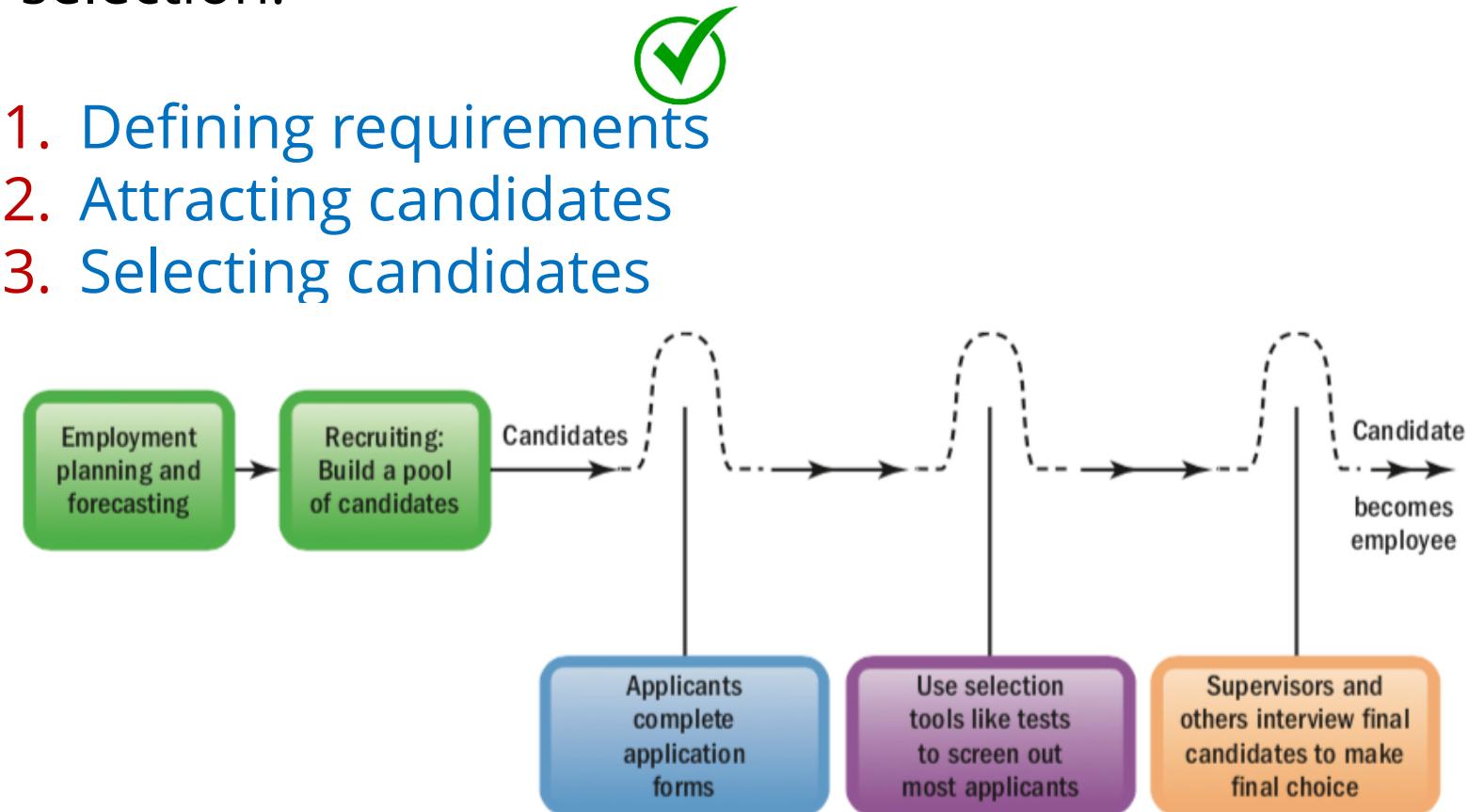
## Recruitment & Selection:

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:



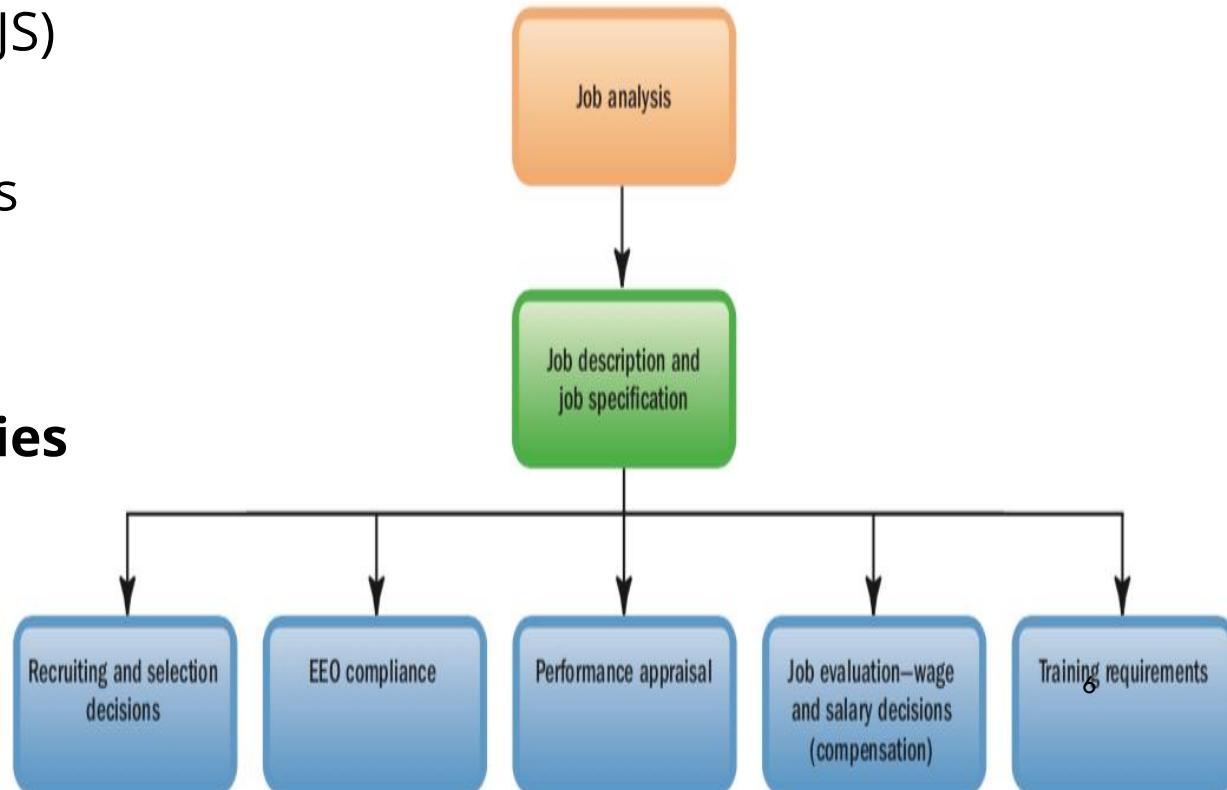
**The recruitment and selection process is a series of hurdles aimed at selecting the best candidate for the job**

# STEP 1: DEFINING REQUIREMENTS

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**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**

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- **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**

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- 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

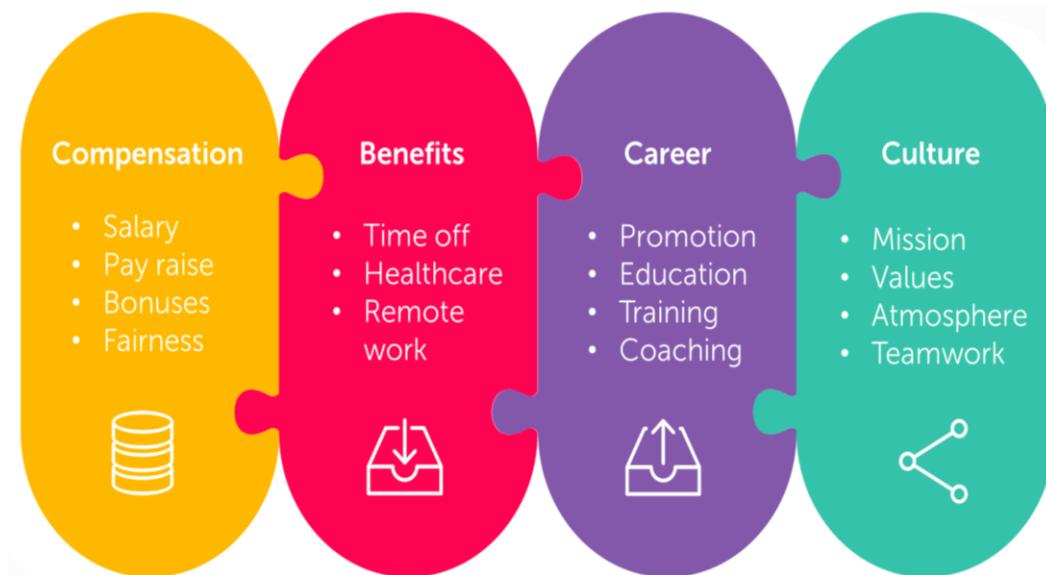
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- A well-developed recruitment policy should be in place prior to commencing with the recruitment process to guide:
  - Source of recruitment
  - Methods of recruitment
  - Process of recruitment
  - Conditions of recruitment (eg: full-time/flexi-time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

# EMPLOYEE VALUE PROPOSITION (EVP)

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- 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

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## Internal

- Job posting
- Skills inventories
- Replacement charts

## External

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

# ADVERTISING

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- 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

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- 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

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- 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**

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- 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

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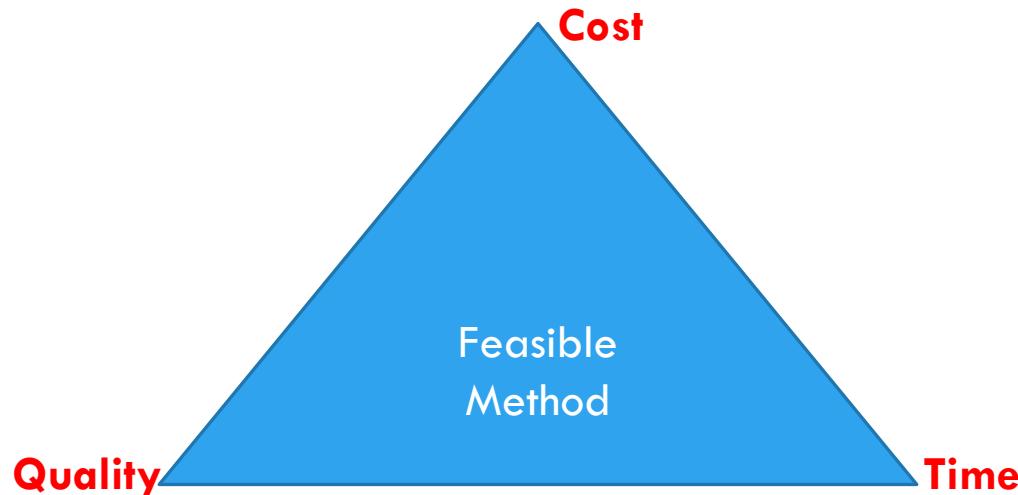
- Size & type of the organization
- Objectives of the organization
- Structure & culture of the organization
- Type of jobs to be filled
- Motivation and interest
- Time available for the selection decision
- Job environment
- Selection methods
- Legislation
- Community
- Geographic location
- Labour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

Including but not limited to

# DECIDING ON METHODS OF SELECTION

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- 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

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- 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?

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

Including but not limited to



# INTERVIEW QUESTIONS

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- 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

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- 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

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- Attempt too many interviews in a raw
- 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

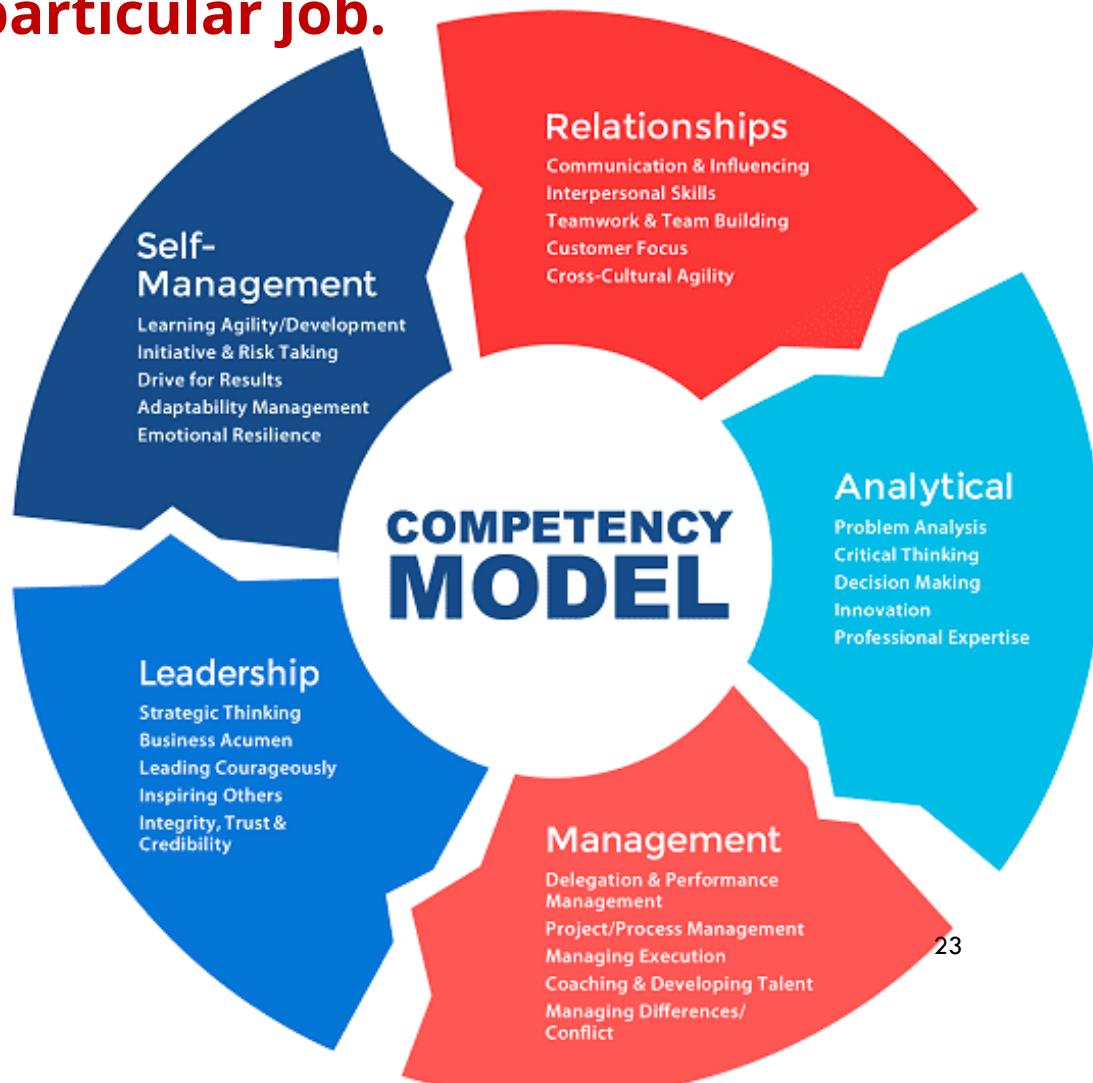
**DON'T**



# 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

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- 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

JEREMY CARMICHAEL  
Professional Title

CONTACT  
Dayjob.com, 120 Birmingham  
info@dayjob.com  
0123 456 980

FOLLOW ME  
Facebook.com/  
Twitter @name  
LinkedIn.com/  
name

CAREER  
JOB TITLE Company name - Location  
Present 2018 In a short statement of no more than just a few sentences describe your role in the company and outline your key and main responsibilities.  
Outline your key & relevant duties when you're at work.  
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JOB TITLE Company name - Location  
2018 2017 In a short statement of no more than just a few sentences describe your role in the company and outline your key and main responsibilities.  
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JOB TITLE Company name - Location  
2017 2016 In a short statement of no more than just a few sentences describe your role in the company and outline your key and main responsibilities.  
Outline your key & relevant duties when you're at work.  
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JOB TITLE Company name - Location  
2016 2015 In a short statement of no more than just a few sentences describe your role in the company and outline your key and main responsibilities.

EDUCATION  
University University 2014 – 2017  
Course details Modules

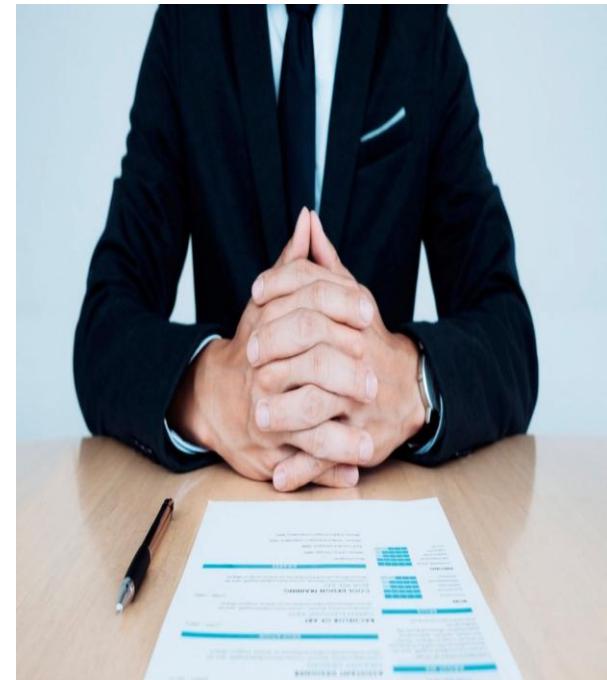
College College 2012 – 2014  
Course details Subject

School School 2008 – 2012  
Degree details English (A)  
Maths (B)  
Physics (C)

SKILLS  
Available on request.

MS Word Determined Text here  
Admin Text here Text here  
Text here Text here Text here

Dayjob.com



# SUMMARY

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- 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 <sup>26</sup> method of selecting candidates.

# RECOMMENDED READING & IMAGE SOURCES

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- 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. 5<sup>th</sup> 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

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