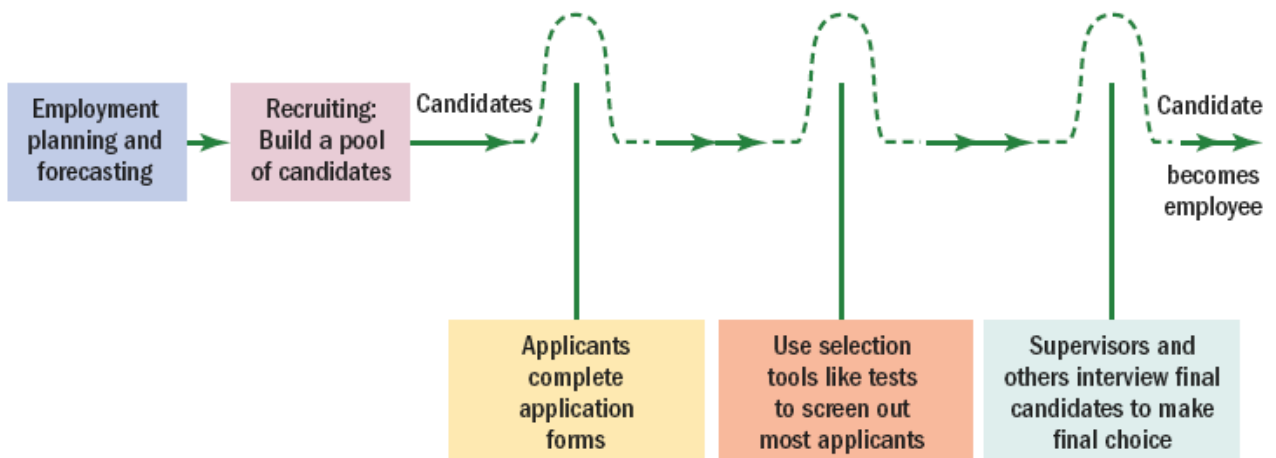


The Recruitment and Selection Process

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

1. Decide what positions you'll have to fill through personnel planning and forecasting.
2. Build a pool of candidates for these jobs by recruiting internal or external candidates.
3. Have candidates complete application forms and perhaps undergo an initial screening interview.
4. Use selection techniques like tests, background investigations, and physical exams to identify viable candidates.
5. Decide who to make an offer to, by having the supervisor and perhaps others on the team interview the candidates.



Effective Recruiting

1. External factors affecting recruiting:

- a. Looming undersupply of workers
- b. Lessening of the trend in outsourcing of jobs
- c. Increasingly fewer "qualified" candidates

2. Internal factors affecting recruiting:

- a. The consistency of the firm's recruitment efforts with goals
- b. Type of job and recruiting methods.
- c. Non recruitment HR issues and policies
- d. Line and staff coordination and cooperation

3. Centralizing recruitment:

- a. Strengthens employment brand
- b. Ease in applying strategic principles
- c. Reduces duplication of HR activities
- d. Reduces the cost of new HR technologies
- e. Builds teams of HR experts
- f. Provides for better measurement of HR performance
- g. Allows for the sharing of applicant pools

Measuring Recruiting Effectiveness

- How many qualified applicants were attracted from each recruitment source?
- Assessing both the quantity and the quality of the applicants produced by a source.

1. High performance recruiting

- a. Applying best-practices management techniques to recruiting.
- b. Using a benchmarks-oriented approach.

2. Recruiting yield pyramid

The historical arithmetic relationships between recruitment leads and invitees, invitees and interviews, interviews and offers made, and offers made and offers accepted.

Internal Sources of Candidates: Hiring from Within

Advantages

- a. Foreknowledge of candidate's strengths and weaknesses
- b. More accurate view of candidate's skills
- c. Increases employee morale

- d. Less training and orientation required

Disadvantages

- a. Failed applicants become discontented
- b. Time wasted interviewing inside candidates who will not be considered

Finding Internal Candidates:

1. Job posting: Publicizing an open job to employees.

2. Rehiring former employees

Advantages: They know the firm and its culture.

Disadvantages: Rehiring may send the wrong message to current employees about how to get ahead.

3. Succession planning

The process of ensuring a suitable supply of successors for current and future senior or key jobs. Succession planning steps are:

- i. Identifying and analyzing key jobs.
- ii. Creating and assessing candidates.
- iii. Selecting those who will fill the key positions.

Outside Sources of Candidates

1. Advertising: Selection of the best medium depends on the positions for which the firm is recruiting.

2. Constructing an effective ad

Wording related to job interest factors should evoke the applicant's attention, interest, desire, and action (AIDA) and create a positive impression of the firm.

3. Executive recruiters (headhunters)

Special employment agencies retained by employers to seek out top-management talent for their clients.

- a. Contingent-based recruiters collect a fee for their services when a successful hire is completed.

- b. Retained executive searchers are paid regardless of the outcome of the recruitment process.

Guidelines for Choosing a Recruiter

- i. Make sure the firm is capable of conducting a thorough search.
- ii. Meet the individual who will actually handle your assignment.
- iii. Ask how much the search firm charges.

4. On demand recruiting services (ODRS)

A service that provides short-term specialized recruiting to support specific projects without the expense of retaining traditional search firms.

5. College recruiting

To attract good candidates

- a. On-site visits (Invitation letters, assigned hosts, information package, planned interviews, timely employment offer)
- b. Internships

6. Employee referrals

Applicants referred to the organization by current employees

- a. Referring employees become stakeholders.
- b. Referral is a cost-effective recruitment program and can speed up diversifying the workforce.

7. Walk-ins

Direct applicants who seek employment with or without encouragement from other sources.

8. Recruiting via the Internet

- a. Cost-effective way to publicize job openings
- b. More applicants attracted over a longer period
- c. Immediate applicant responses
- d. Online prescreening of applicants
- e. Automation of applicant tracking and evaluation

Reasons for using a private employment agency:

- a) When a firm doesn't have an HR department

- b) The firm has found it difficult in the past to generate a pool of qualified applicants or wants to cut down on the time it's devoting to recruiting.
- c) The firm must fill a particular opening quickly.
- d) The firm wants to reach currently employed individuals, who might feel more comfortable dealing with agencies.

Avoiding problems with employment agencies:

- a) Give the agency an accurate and complete job description.
- b) Make sure tests, application blanks, and interviews are part of the agency's selection process.
- c) Check on the effectiveness and fairness of the agency's screening process.
- d) Check with other managers or HR people to find out which agencies have been the most effective at filling the sorts of positions needed to be filled.
- e) Review the Internet and a few back issues of the Sunday classified ads to discover the agencies that handle the positions to be filled.

Temp Agencies and Alternative Staffing

Benefits:

- a) Paid only when working
- b) More productive
- c) No recruitment, screening, and payroll administration costs

Costs: Fees paid to temp agencies, Lack of commitment to firm.

Concerns of Temp Employees

- a) Treatment by employers.
- b) Insecurity about their employment and pessimistic about the future.
- c) Worry about their lack of insurance and pension benefits.
- d) Being misled about their job assignments.
- e) Being underemployed

- f) In general they were angry toward the corporate world and its values.

Working with a Temp Agency

- a) **Invoicing:** Agency's invoice fits your company's needs.
- b) **Time sheets:** The time sheet is not just a verification of hours worked. Once the worker's supervisor signs it, it's usually an agreement to pay the agency's fees.
- c) **Temp-to-perm policy:** What is the policy if the client wants to hire one of the agency's temps as a permanent employee?
- d) **Recruitment of and benefits for temp employees:** Find out how the agency plans to recruit and what sorts of benefits it pays.
- e) **Dress code:** Specify the attire at each of your offices or plants.
- f) **Equal employment opportunity statement:** Get a statement from the agency that it is not discriminating when filling temp orders.
- g) **Job description information:** ensure the agency understands the job to be filled and the sort of person you want to fill it.

Offshoring/Outsourcing White-Collar and Other Jobs

Specific issues in outsourcing jobs abroad

- a) Political and military instability
- b) Likelihood of cultural misunderstandings
- c) Customer's security and privacy concerns
- d) Foreign contracts, liability, and legal concerns
- e) Special training of foreign employees
- f) Costs associated with companies supplying foreign workers

Issues in Recruiting a More Diverse Workforce

- a) **Single parents:** Providing work schedule flexibility.
- b) **Older workers:** Revising policies that make it difficult or unattractive for older workers to remain employed.
- c) **Recruiting minorities and women:** Understanding recruitment barriers and formulating recruitment plans.

- d) Welfare-to-work:** Developing pre-training programs to overcome difficulties in hiring and assimilating persons previously on welfare.
- e) The disabled:** Developing resources and policies to recruit and integrate disabled persons into the workforce.

Developing and Using Application Forms

Application form: The form that provides information on education, prior work record, and skills.

Uses of information from applications

- a) Judgments about the applicant's qualifications.
- b) Conclusions about the applicant's previous progress and growth
- c) Indications of the applicant's employment stability
- d) Predictions about which candidate is likely to succeed on the job

Guidelines for Using Temporary Employees

1. Do not train your contingent workers.
2. Do not negotiate the pay rate of your contingent workers.
3. Do not coach or counsel a contingent worker on his/her job performance.
4. Do not negotiate a contingent worker's vacations or personal time off.
5. Do not routinely include contingent workers in your company's employee functions.
6. Do not allow contingent workers to utilize facilities intended for employees.
7. Do not let managers issue company business cards, nameplates, or employee badges to contingent workers without HR and legal approval.
8. Do not let managers discuss harassment or discrimination issues with contingent workers.
9. Do not discuss job opportunities and the contingent worker's suitability for them directly.
10. Do not terminate a contingent worker directly.

Selection:

The importance of selecting the right employees

- a) Organizational performance always depends in part on subordinates having the right skills and attributes.
- b) Recruiting and hiring employees is costly.

Basic Testing Concepts

- 1. **Reliability:** The consistency of scores obtained by the same person when retested with the identical or equivalent tests.
- 2. **Test validity:** The accuracy with which a test, interview, and so on measures what it purports to measure or fulfills the function it was designed to fill.

Types of Validity

- a. **Criterion validity:** A type of validity based on showing that scores on the test (predictors) are related to job performance (criterion).
“Are test scores in this class related to students’ knowledge of human resource management?”
- b. **Content validity:** A test that contains a fair sample of the tasks and skills actually needed for the job in question.
“Do the test questions in this course relate to HRM topics?”
“Is taking an HR course the same as doing HR?”

How to Validate a Test

❖ **Step 1: Analyze the job**

Predictors: job specification (KSAOs)

Criterion: quantitative and qualitative measures of job success

❖ **Step 2: Choose the tests** (Test battery or single test?)

❖ **Step 3: Administer the test**

Concurrent validation: Current employee’s scores with performance

Predictive validation: Later-measured performance with prior scores

❖ **Step 4: Relate Test Scores and Criteria** Correlation analysis of test scores with performance

❖ **Step 5: Cross-Validate and Revalidate**

Repeat Step 3 and Step 4 with a different sample of employees.

Equal Employment Opportunity (EEO) Aspects of Testing

An organization must be able to prove that its tests are:

- a. related to success or failure on the job (validity)
- b. don't unfairly discriminate against minority or nonminority groups

EEO guidelines and laws apply to all selection devices, including interviews, applications, and references.

Testing alternatives if a selection device has disparate impact:

- a. Institute a different selection procedure that does not have an adverse impact.
- b. Show that the test is valid.
- c. Monitor the selection test to see if it has disparate impact.

Using Tests at Work

Major types of tests used by employers

- a. Basic skills tests (45%)
- b. Drug tests (47%)
- c. Psychological tests (33%)

Use of testing: Less overall testing now but more testing is used as specific job skills and work demands increase.

Computer-Interactive Testing

Types of tests

- a. Specialized work sample tests
- b. Numerical ability tests
- c. Reading comprehension tests
- d. Clerical comparing and checking tests

Online tests

- a. Telephone prescreening

- b. Offline computer tests
- c. Virtual inbox tests
- d. Online problem solving tests

Types of Tests

1. Tests of cognitive abilities

- a. Intelligence Tests: Tests of general intellectual abilities that measure a range of abilities, including memory, vocabulary, verbal fluency, and numerical ability.
- b. Aptitude tests: Tests that measure specific mental abilities, such as inductive and deductive reasoning, verbal comprehension, memory, and numerical ability.

2. Tests of motor abilities

Tests that measure motor abilities, such as finger dexterity, manual dexterity, and reaction time.

3. Tests of physical abilities

Tests that measure static strength, dynamic strength, body coordination, and stamina.

4. Interest inventories: Personal development and selection devices that compare the person's current interests with those of others now in various occupations so as to determine the preferred occupation for the individual.

5. Achievement tests: Test that measure what a person has already learned job knowledge in areas like accounting, marketing etc.

6. Web-Based (Online) testing

- a. Eliminates costly and inefficient paper-and-pencil testing.
- b. Allows for role-playing by applicants.
- c. Use of computer-based scoring eliminates rater bias.
- d. Provides immediate scoring and feedback of results to applicants.
- e. Can be readily customized for specific jobs.

Measuring Personality and Interests

Personality tests are the tests that use projective techniques and trait inventories to measure basic aspects of an applicant's personality, such as introversion, stability, and motivation.

Disadvantage: Personality tests particularly the projective type are the most difficult tests to evaluate and use.

Advantage: Tests have been used successfully to predict dysfunctional job behaviors and identify successful candidates for overseas assignments.

The "Big Five":

1. **Extraversion:** The tendency to be sociable, assertive, active, and to experience positive effects, such as energy and zeal.
2. **Emotional stability/neuroticism:** The tendency to exhibit poor emotional adjustment and experience negative effects, such as anxiety, insecurity, and hostility.
3. **Openness to experience:** The disposition to be imaginative, nonconforming, unconventional, and autonomous.
4. **Agreeableness:** The tendency to be trusting, compliant, caring, and gentle.
5. **Conscientiousness:** Is comprised of two related facets: achievement and dependability

Work Samples: job tasks used in testing applicant's performance.

Work sampling technique is a testing method based on measuring an applicant's performance on actual basic job tasks.

Work Simulations

1. **Management assessment center:** A simulation in which management candidates are asked to perform realistic tasks in hypothetical situations and are scored on their performance.

2. Typical simulated exercises include:

The in-basket, Leaderless group discussion, Management games, Individual presentations, Objective tests, the interview.

3. Video-Based situational testing

- A situational test comprised of several video scenarios, each followed by a multiple choice question that requires the candidate to choose from among several courses of action.
- While the evidence is mixed, the results suggest that video-based situational tests can be useful for selecting employees

4. The miniature job training and evaluation approach

- Candidates are trained to perform a sample of the job's tasks, and then are evaluated on their performance.
- The approach assumes that a person who demonstrates that he or she can learn and perform the sample of tasks will be able to learn and perform the job itself.

Background Investigations and Reference Checks

Reasons for investigations and checks

1. To verify factual information provided by applicants.
2. To uncover damaging information.

Sources of information for background checks:

1. Former employers
2. Current supervisors
3. Commercial credit rating companies
4. Written references

Reference provider's concerns

1. Fear of legal reprisal for defamation
2. Not wanting to damage the applicant's chances
3. Helping to get rid an incompetent employees

Making Background Checks More Useful

1. Include on the application form a statement for applicants to sign explicitly authorizing a background check.
2. Use telephone references if possible.
3. Be persistent in obtaining information.
4. Ask open-ended questions to elicit more info from references.
5. Use references provided as a source for other references.

Checking Background Information

❖ **Step 1: Disclosure and authorization.**

Inform the employee/applicant that a report will be requested and obtain written authorization.

❖ **Step 2: Certification.**

The employer must certify to the reporting agency that the employer will comply with the federal and state legal requirements.

❖ **Step 3: providing copies of reports.**

The employer must provide copies of the report to the applicant or employee if adverse action is contemplated.

❖ **Step 4: Notice after adverse action.**

After the employer provides the employee or applicant with copies of the investigative reports and a “reasonable period” has elapsed, the employer may take an adverse action.

The Polygraph and Honesty Testing

The polygraph (or lie detector) is a device that measures physiological changes. The assumption is that such changes reflect changes in emotional state that accompany lying.

Employee Polygraph Protection Act of 1988.

- Prohibits employers (in most all cases) from conducting polygraph examinations of all job applicants and most employees.
- Also prohibited are other mechanical or electrical devices including psychological stress evaluators and voice stress analyzers.

Permitted Users of the Polygraph:

Employers with contracts involving National defense or security, Nuclear-power (Department of Energy), Access to highly classified information, Counterintelligence (the FBI or Department of Justice).

Paper-and-Pencil Honesty Tests

Psychological tests designed to predict job applicants' proneness to dishonesty and other forms of counter productivity.

Measure attitudes regarding things like tolerance of others who steal, acceptance of rationalizations for theft, and admission of theft-related activities

Graphology (handwriting analysis)

Assumes that handwriting reflects basic personality traits. Graphology's validity is highly suspect.

Physical Examination

Reasons for pre-employment medical examinations:

1. verify that applicant meets the physical requirements of the position
2. Discover any medical limitations you should take into account in placing the applicant.
3. To establish a record and baseline of the applicant's health for future insurance or compensation claims.
4. To reduce absenteeism and accidents
5. To detect communicable diseases that may be unknown to the applicant

Substance Abuse Screening

Types of screening:

1. Before formal hiring
2. After a work accident

3. Presence of obvious behavioral symptoms
4. Random or periodic basis
5. Transfer or promotion to new position

Two types of tests are Urinalysis and Hair follicle testing

Issues:

1. Impairment versus presence
2. Recreational use versus habituation
3. Intrusiveness of procedures
4. Accuracy of tests
5. Drug Free Workplace Act of 1988
6. Americans with Disabilities Act