

Unit-9

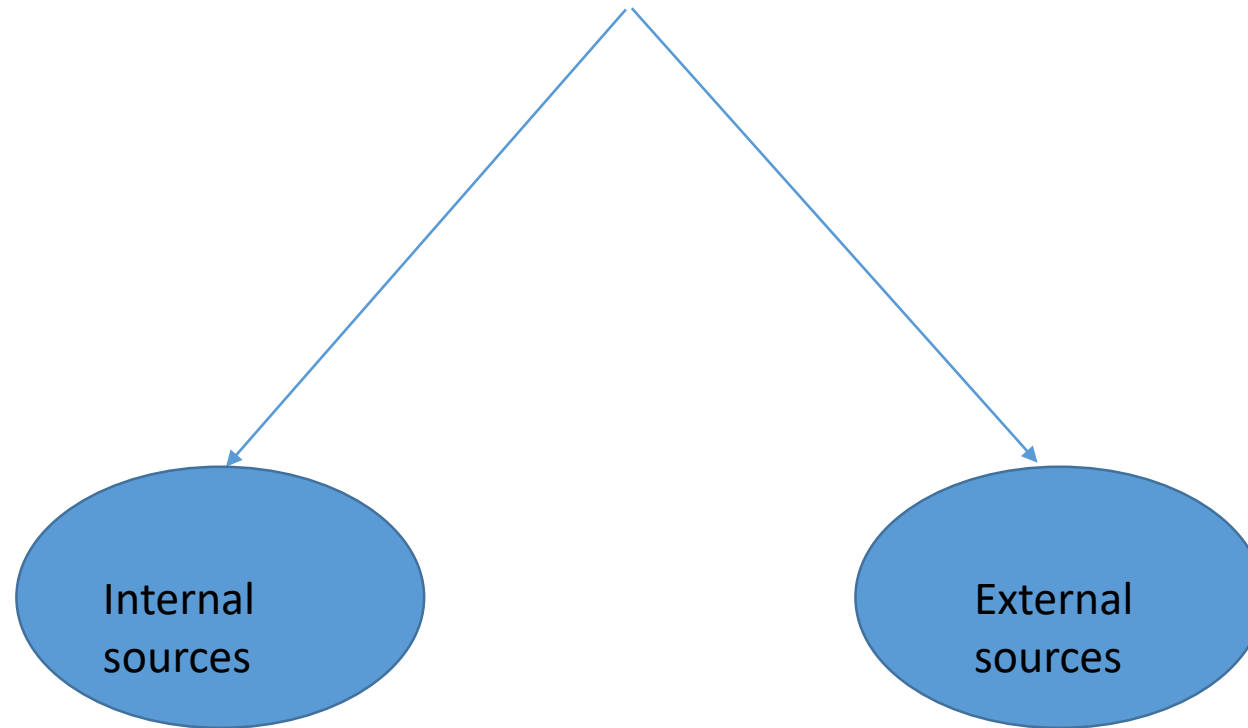
Talent Acquisition and Development

Recruitment

Concept/Meaning

- Recruitment is a process of encouraging and attracting qualified people to make application for employment.
- In other word it is the process of searching for prospective employee/stimulating them to apply for job.
- It find out right people for the right position at the right time.
- Recruitment should match employees with jobs.
- The ultimate goal of recruitment is to receive enough qualified candidates from whom the desired people may be selected.
- Edwin B. Flippo, “Recruitment is the process of searching for prospective employees and stimulating then to apply for jobs in organization.”
- So, recruitment is concerned with activities which can be able to draw the attention of capable candidates toward organization for applying to fill up the vacant post.
- It is an important step in building human capital to meet the overall goals of the organization.

Sources of recruitment



Sources of Recruitment

Internal Sources: it involve employees who are working in different position of the organization. For fill up the vacancies, employees are upgraded, transferred, promoted and sometime demoted.

1. Promotion: important sources of recruitment/ vertical expansion of job/give higher level position from lower level on the basis of efficiency and experience/it provide greater challenge, more responsibility, more authority and more reward.
2. Transfer: horizontal movement of employees from one job to another or from one location to another within the same grade (sometime upgrade)/more scope to learn varied types of works/important sources of recruitment for large organization having branches in various geographical locations. Like civil service of government.
3. Job rotation: it refers to shifting an employee from one job to another job having same level to achieve various human resources objectives such as orienting new employees, training employees, enhancing career development, and preventing job boredom or burnout. Eg: nurse

4. Former employees rehire: the management can invite to former employees to join in the organization those who left due to any reason. Interested former employees can apply to join back. Former employee are familiar with the working procedure, rules, regulation and system.
5. Recruitment at Factory Gate: vacancy notice is posted at the 'Factory Gate Notice Board"/the best source when the posts are vacant due to some sudden incident/ suitable for worker category staff.
6. Relatives of Dead employees: if the staff presently working in the organization dies, his family has to suffer from financial crisis. In this situation the organization can give job to the dead employee's family member. These member can be more honest than outsiders.

Advantages and Disadvantages of Internal Recruitment

Advantages

- It builds up morale
- It encourage efficient people who have ambition
- It is less costly than external recruitment
- Employee turnover is reduced

Disadvantage

- Discouraging new blood from entering an organization
- It gives chances of favoritisms
- It reduces the area of choice
- It create jealousy among employees

External sources: it lies outside the organization. It involve employment exchange, educational institutions, labor unions, professional and technical institutions, private employment agencies and unsolicited applications

1. Poaching/Raiding: it refers to the practice of actively recruiting or hiring employees who are already working for another company. Even though many hiring companies believe that it is unethical to directly contact the employees of other organizations, many companies do engage in such raiding.
2. Executive searching/headhunting: it is the process of finding the best possible candidate for a position. In most cases, businesses use a headhunting strategy, rather than traditional recruitment, to identify and hire high-level employees or the “head” of a company, like a chief executive officer.
3. Educational institution: Creating a close liaison with the educational institutes for the recruitment of students with technical and professional qualifications has become a common practice of external recruitment. Here, the companies, visit the technical, management and professional colleges to recruit the students directly for the job positions.

4. Labor union/labor contractors: This is the most common form of external recruitment wherein the labor contractors who are either employed with the firm or have an agreement to supply workers to the firm for the completion of a specific type of a task. This method is again used for hiring the unskilled and semi-skilled workers. The contractor keeps in touch with the workers and sends them to the places where their need arises. In doing so, the contractors get the commission for each worker supplied.
5. Professional institutions: for supply highly skilled and professional candidates to fill up the vacant post. Like: institutions of chartered accountants, lawyers, engineers, doctors scientists, managers and other professionals. In this method, management of a company can request to such institutions for recommendation of right candidates to apply for vacant post.
6. Private employment agencies (manpower) : they are experts in certain sector of occupation like: documentation, salesman, hospitality, accountants, computer software and hardware, construction, agriculture, security etc. In Nepal, many private employment agencies are playing role for supply of manpower at national as well as international levels.
7. Unsolicited applications (casual): they are some efficient candidates who are not available from other sources. Job seekers are submitted their application to the organization by personal visit, through post or by mail. HR department keeps such application in filing system and request to submit further detail for recruitment when post become vacant

Advantages and Disadvantages of External Recruitment

Advantages

- It brings young blood in the org
- Wide field of choice (selection becomes easy)
- Less chance of biasness and favoritism
- It is helpful to bring, innovation and change.

Disadvantages

- Decrease in moral of existing staff
- Chances of selection of poor candidates
- It is an expensive method
- It may help to increase employees turnover

Methods of Recruitment

Internal Methods:

1. Job posting: A job posting is an official advertisement of job openings published for job seekers. Its purpose is to attract to all employees in an organization who're interested in the position.
2. Employees referrals: the recommendation of present employees/present employees recommend their known persons on vacant post on the basis of skill, ability, efficiency knowledge and experience. This method is especially useful for finding skilled applicant who are in very short supply.
3. Skill inventory system: HR manager search the previous records to identify potential candidates to fill up the required vacancies/on the basis of previous record of duties, responsibilities, dedication, experience, they are invited to apply for vacant post.

External methods:

- Radio/Television Advertisement: The ads in radio or TV, give a comprehensive detail about the organization, type, and nature of job position, skills required, qualification and experience expected, etc. This helps an individual to self-evaluate himself against the job requirements and apply for the jobs which best suits him. This method is very expensive. So, they are used very less.
- Newspapers Advertisement: it is the most widely used method for attracting qualified and experienced candidates. In Nepal important newspapers like Gorkhapatra, Kantipur, Nayapatrika, Nagarik etc publish classified advertisements with fixed days.
- E-recruiting: the electronic recruitment is also called as online recruitment which has become very popular in the last decades. E-recruitment is the process of hiring the potential candidates for the vacant ob positions using the internet.

Talent, Talent Management and Talent Development

Talent:

- A talent is a person who has the aptitude (skill) to do something well. Skills, high performance, ability, capability, knowledge, high performance: these are all attributes that define person's talent.

Talent management:

- TM is all HR processes and strategies to attract, develop, motivate and retain high performing employees.
- It is a core element of HRM. People generate capital for an organization through their competence, their behavior and their intellectual energy.
- Talent management include workforce planning, talent acquisition, onboarding, performance management, training and development, succession planning, diversity and inclusion, offboarding, and continuous improvement to effectively manage talent.

Talent development:

- Talent development refers to the process of enhancing employees' skills and knowledge to help them reach their full potential and prepare them for future roles within the organization.
- The goal of TD is to create a high performance, sustainable organization that meets its strategic and operational goals.

Importance of Talent Management/Development

1. Attract high talent person: making the recruitment process more efficient and effective.
2. Improve employee motivation:
3. Increase employees performance and reward:
4. Retain high talent people: prioritize employee engagement and career development
5. Improve business performance:
6. Improve clients satisfaction:

Selection

Concept/ Meaning:

- Selection is the process of picking most suitable individuals for a particular job from among the potential applicants.
- Selection is rejection of candidates for positions as it is considered a negative process.
- The objective of selection process is to determine whether an applicant meets the qualification for a specific job and to choose the applicant who is most likely to perform well in that job.
- Selection process is started only after completion of recruitment.
- Werther and Davis, “The selection process is a series of steps used to decide which recruits should be hired”.
- Conclusion: selection is concerned with careful screening of recruited candidates through testing and interviewing.
- The process of selection is based on job analysis consisting of job description and job specification.

Importance of selection

1. Reduce employee turnover: when employees are properly selected, they like to stay in the organization for the long period. They have assigned job on the basis of their interest and skill. They feel job satisfaction.
2. Minimize training costs: properly selected, they need minimum training. Because they assigned job on the basis of their skill, efficiency and knowledge. So it minimize time, efforts and cost involved in conducting such training program.
3. Self-motivation of workers: when properly selected, right job is assigned to employees on the basis of their skills and interest. It also providing incentives to employees based on job responsibility. It maintain self motivation.
4. Maintain high morale: proper selection procedure and system helps to encourages the employees to perform the assigned work with full of dedication, honestly and feeling of self-responsibility. Self motivation helps to maintain high moral of employees
5. High productivity: selection process emphasizes to maintain best fit between job and workers skill and interest. It helps for effective use of human resources and its efficiency which facilitates for proper use of physical resources(money, materials and machine). Because of this productivity will be high.

6. Lead to profitable operation: scientific selection of employees leads to profitable operation of the org. The selection procedure emphasize on selection of best candidate and placement of right person to the right job. Also it involve providing incentives to employees on the job performance. Which facilitates for effective use of human and physical resources of the organization.
7. Good working environment: selection help to promote good human relation among all the employees of the org. The practice of mutual support and cooperation emerges among the members. It supports for smooth and uniform functioning of the org. (conflict, disputes, indiscipline will be minimize)
8. Facilitates adaptation: selection of right employees to the right job helps them for adaptation with changing environment of business. New generation employees are career orientated so they do work in changing environment.

Process of selection (long term process)

1. Receiving and evaluating application form: the first step of selection process is to receive application forms in a courteous manner.
 - Application forms should involve detail information of applicants such as personal background, qualifications and training, job experience, expected salary, reference and necessary information.
 - After receiving all the application forms within specified time, they are evaluated based on requisites mentioned in recruitment.
 - If requirement is not sufficient then they will be eliminated from the list.
2. Preliminary interview (initial interview): after scrutiny of unqualified candidates, qualified employees are called for preliminary interview./ taken for very short time/ brief interaction with candidates which help to know their real qualification, skill, efficiency and knowledge/ main purpose is to eliminate unqualified applicants from the list. (why applying in that org. / salary expectation)
3. Selection tests: after passed the preliminary interview, the qualified candidates are called to attend in selection test./written test conducted by HR department / selection test may be ability test, aptitude (skill) test, personality test etc.

4. Employment interview: final interview/ it is formal and in-depth conversation conducted to evaluate the applicant's acceptability./conversation between HR specialists and applicants/interviewer can learn applicant and applicant can learn more about employer/concluded whether applicant should be hired or not
5. Reference analysis: to know about background of applicants. In reference they include name, address, contact number, e-mail address of references/ they may be public figures, university professors, previous employer/ reference analysis involves examining previous employment records, educational record, credit record, civil records, union affiliation records, criminal record etc.
6. Physical examination : to know about fitness of candidates/the result of the medical fitness test are recorded / the reason for examination is to detect whether candidate is suffering from any kind of infection diseases or not/ it protect the employers from workers' compensation claims on the occurrence of injuries or illness in the course of working due to health defect.
7. Final selection: final step/ after passed every test HR specialists decide for final selection/after final selection, job offer is made to applicant through a letter of appointment/ the letter contain a date for join the job, responsibility, terms and condition.
8. Employment contract: after issuing appointment letter it is necessary to prepare a contract of employment. It involve job title, duties and responsibility, date of joining, financial incentives, hours of work, holiday arrangement, provision of sick leave, disciplinary procedures, union membership and other terms.

Selection Tests

Concept of selection test: different types of test conducted by HR department.

The **selection tests** aim at measuring such skills and abilities in a worker that are decided by job analysis to be essential for successful job performance.

- It is an important component of selection process of new employees.
- The candidate who have passed the preliminary interview are called to attend in selection test.

Types of test:

1. Ability test: (Achievement test): also called proficiency test/these tests measure the skill or theoretical or practical knowledge which is acquired as a result of a training program and on the job experience. It support in determining an individual's ability to perform different types of task related to the job. Like accountant must have theoretical and practical knowledge.
2. Aptitude (skill) or potential ability tests: it measure the talent (mental ability) of a candidate to learn a new job or skill. It detect intellectual capacity such as learning, reasoning and mechanical aptitude, word fluency, memory, speed of perception. There are 3 types
 - Intelligence: focus on mental ability like, word fluency, memory, speed of perception
 - Mechanical : ability to handle machine and equipment
 - Psychomotor or skill: manipulative ability, eye hand coordination, muscular ability
 - Visual test: eye-sight strength of individual

3. Personality tests: it measure an individual's value system, his emotional reactions, maturity and his characteristic mood. These tests help in assessing a person's motivation, his ability to adjust himself to the stresses of everyday life. It focus on managerial job. These are 3 types objective tests, projective tests and situation tests
4. Interest test: these are designed to discover a person's area of interest and to identify the kind of work that will satisfy him. These tests are inventories of the likes and dislikes of candidates in relation to work, job, occupations, hobbies and recreational activities.
5. Attitude test: it shows judgmental ability of an individual. It is a judgmental statement concerning objects, people or event. It reflect how to feel about something? Eg 'he likes his job' means he is expressing his attitude towards work.
6. Graphology tests: handwriting test of an applicant. It can suggest the degree of energy, reserve, balance and control among others.
7. Polygraph tests: they are designed to ensure accuracy of the information given in the application. A polygraph is a lie detector machine that measures a person's heart rate, skin response and breathing rate. It is used coz it a person speak lie, the body physiological symptoms changes like increased respiration, blood pressure etc.

Interview

- Employees Interview is one kind of formal and face to face communication or conversation between the job seeker and the employer.
- In other words, it means a conversation between candidates and human resource specialist for a specific purpose.
- It is a formal and in-depth conversation conducted to evaluate the applicant's suitability.
- An important objective of employment interview is to assess the suitability of candidates for a particular job
- In interview, HR specialist get the information from applicants about their background, education, training, work experience, interest and other information. And provide information regarding the company, rules, regulations, policy and specific job.
- From the above discussion we can say that interview that takes place between the job seeker and the employer as employment interview or selection interview.
- Methods of interview is one-to-one interview/panel interview (more interviewer one candidate)/ group interview (more candidate in one time)

Types of interview

1. Structured interview: it is known as formal, direct and standardized interview. Standard list of questions/ same questions for all candidates/questions are prepared by focusing qualification, training, experience, interest, hobby, future career, expectation. It assess stability, self-confidence, intelligence, accepting responsibility of Candidate.
2. Unstructured interview: it is known as informal, non directive interview. Questions are not prepared in advance/prepared only at the time of interview/may different from one candidate to other/the assessment (calculation) of personality traits of candidates such as stability, self-confidence, intelligence, ability to get along with others, accepting responsibility
3. Semi-structured interview: it known as mixed interview. Combination of both structure and semi structured/ questions are prepared in advance/same questions for all candidates/ however, interviewers have flexibility while dealing with candidates. They can use their idea, logic, experience and ability while dealing with candidates to meet the purpose of interview
4. Stress interview This is a special type of interview used to learn how a candidate will prove himself under conditions of exceptional stress. Interviewers ask questions rapidly, criticize the answer given by candidate, interrupt them frequently, ask too many questions at a time. Here the candidate is exposed to embarrassing questions and provoked in various ways to find out whether he is able to manage or work with such conditions. This kind of interview is useful to select candidates for the posts that require great presence of mind and calmness of temperament (nature/character).