**Recruitment and Selection Strategies**

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Recruiting and Selection Strategies

Now that Mrs. Luther has a performance and management plan the next step is to hire staff into the positions.

# Organizational goals

The company currently has 650 employees at headquarters. They plan to add 120 additional staff to their new Arizona location. These positions will include both management and individual contributor roles.

They expect that the staff will have a turnover rate of roughly 20% annually, making the average life span of an employee between 3 to 6 years. Since the tenure duration is reasonably long, they have time to train the right candidate even if they do not have the full skill set needed.

The company also wants the business to be diversified, as this increases the variability in ideas. If the business accepts governmental funding, then there can be diversity requirements such as affirmative action.

# Forecasted demographic changes

Arizona has a large Hispanic population which is growing rapidly year over year (Wikipedia, 2015). The business should embrace the Spanish language, as it will increase the number of customers and candidates. It would also be good to include Hispanic people within the leadership team. Given that the population is

Nearly half of the population is between the ages of 25 to 55, and only 20% is between the ages of 10 to 24 (InfoPlease, 2015). Due to the decline in the younger population it will be more difficult to find qualified candidates. In order to fill future positions the business will need to need larger compensation packages in the future.

# Workforce diversity objectives

Businesses need to have a diversified work force, or they run the risk of not considering all possible solutions resulting in not selecting the best one (Cascio, 2010).

For example if the business only employed old men, then they would be less likely to leverage newer trends and technologies. However by employing younger professional who use social media and spend more time connected to the internet, the company will gain these additional insights.

Another benefit of having a diverse team is that it is easier to sell the business to both customers and future candidates (Cascio, 2010). Consider for example if the business was solely African American employees. This could discourage non-African American’s from applying there, or customers from shopping there.

# Organizational branding

In order to attract talented employees the business needs to market itself as a good place to work. Since the business is likely to have issues finding younger staff it band as being causal and hip. This will reduce the likelihood of being overlooked by that demographic.

The business needs to also position itself as safe place to work, which will encourage new candidates and also increase employee retentions. To create a safe brand, the business needs to advertise they have fewer on the job accidents than competitors. Safety is not limited to physical safety, the employees also need to see that sexual harassment and related behaviors are strictly prohibited. If this is not the case the company will have a bad image and discourage future business.

# Methods for Recruiting Candidates

The business needs to recruit candidates from local colleges, professional groups, job placement facilities, and social media. By targeting each of these different outlets they are able to cast a wide enough net to find staff at all levels of employment. For instance the local colleges can fill entry level positions while professional groups can provide management candidates.

Another benefit of targeting each of these outlets is the candidates will be more diverse and not limited to one socio-economic state.

# Methods for screening candidates

Once a potential candidate has been selected they need to be screened to make sure they are qualified and did not lie on their resume.

## Interview methods

A common method for filtering candidates is to ask questions and assess their answers. The questions need to be relevant to the position and something that a typical candidate could answer (Cascio, 2010). For example if hiring a janitor, don’t ask them to solve math equations. Instead focus on past experiences and identify behavioral patterns, such as do they show up on time.

The questions need to be open ended and not yes or no answerable (McNamara, 2015). Otherwise it will be difficult to assess the degree of competency in an area.

## Testing Procedures

Once the candidate has made it through the interview loop, the next step is to filter out anyone that is qualified professional but not allowed due to company policy. For example the business might require all employees to take random pass drug tests. Another could be a criminal or financial background check.

Being able to weed out criminal behavior can reduce legal, insurance, and financial issues later on (Cascio, 2010). Consider a candidate that was top of their Harvard class, but has been arrested several times for fraud and embezzlement. They might have corrected this behavior, but why risk it?

## Interview Process Considerations

Most likely the candidate will be nervous as they are in a foreign place, to mitigate this the process needs to start by making them feel comfortable and relaxed. This will improve their ability to provide the best answers.

It is useful to get multiple opinions during the interview (McNamara, 2015). This can be accomplished by having a series of short interviews with multiple staff members. The staff should consist of both managers and individual contributors, to increase the diversity of opinions.

Once the interview process has completed the candidate should be thanked for their time and consideration of the business. The interview team should sync up and compare notes directly afterward while the feedback is still fresh in their mind.

# Methods for Selecting Candidates

After interviewing all potential candidates the interviewers need to build a prioritized list of who they want the most. The list needs to focus on which candidates would be the best fit for the organizational culture and also the job itself.

Care needs to be taken to not introduce discrimination or reverse discrimination (Cascio, 2010). These behaviors can hurt the business by removing candidates which are better qualified.

# References

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