Mod 2 : Recruitment & selection

Ⓐ Sources of recruitment
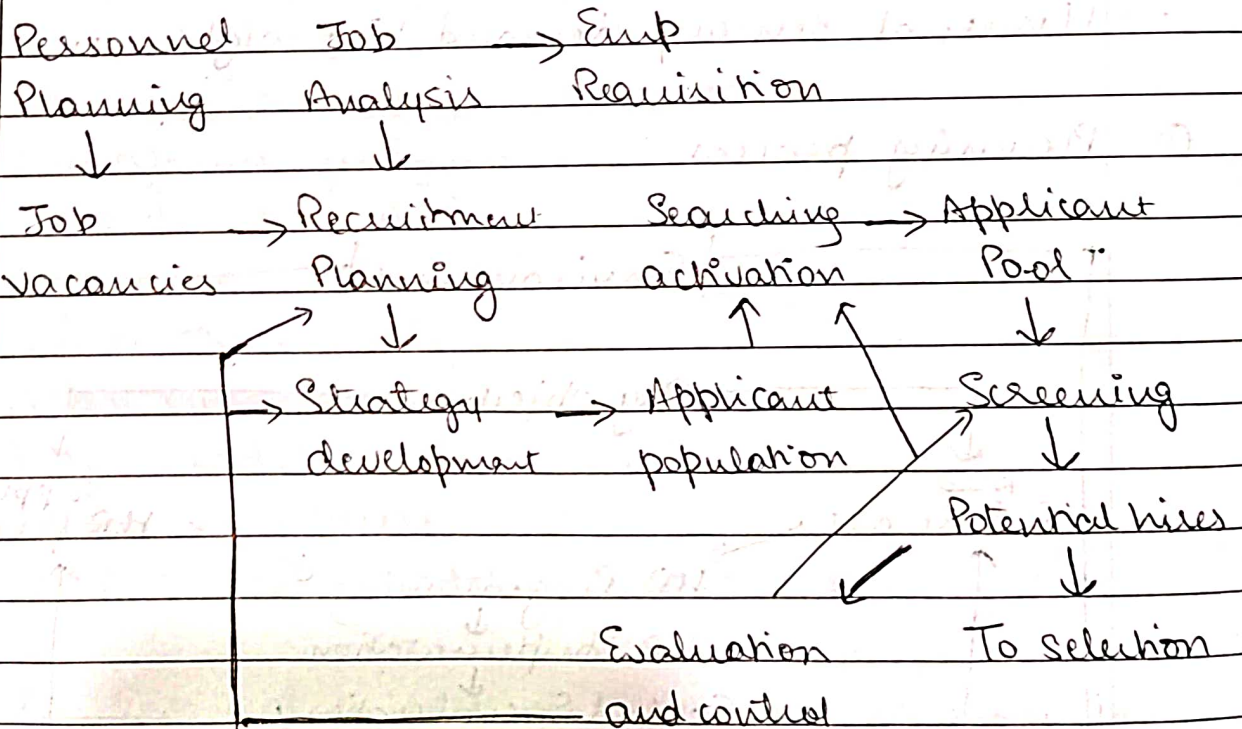 i) Internal sources
  → Present emp   → Emp referral
  → Former emp   → Previous applicant
 ii) External sources
  → Professional & trade association
  → Advertisement   → Employment exchange
  → Campus recruitment   → Walk in / write in
  → Consultant   → Contractors
  → Displaced person   → Radio and TV
  → Acquisition / Merger → Competition
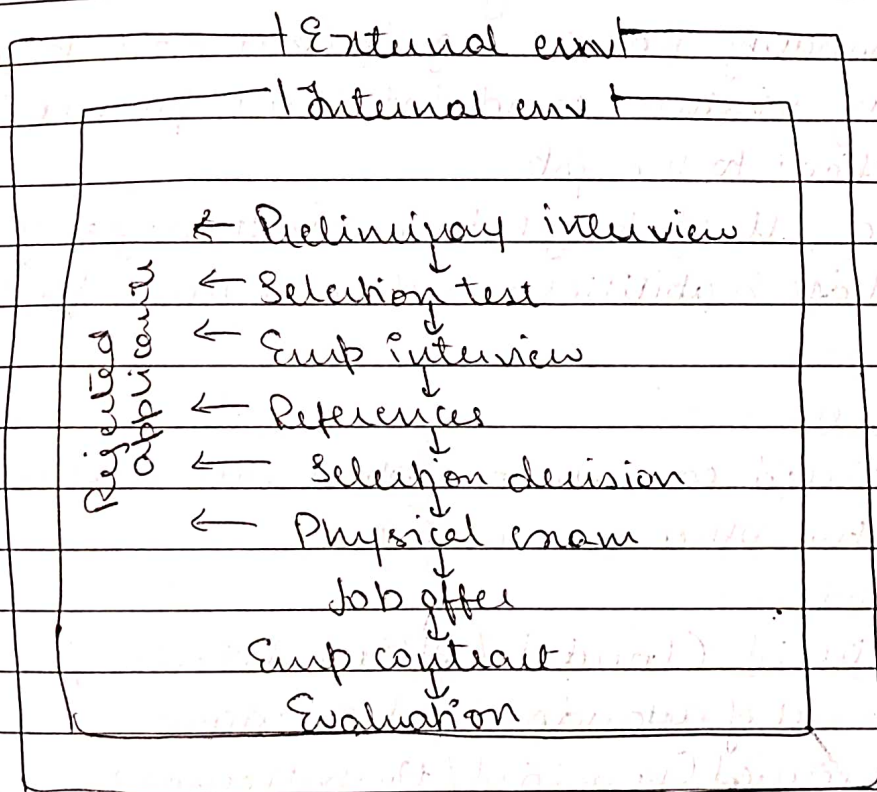 → E-recruiting   → Contracts / Temps

Ⓑ Recruitment process

Personnel   Job   → Emp
Planning   Analysis   Requisition
  ↓   ↓
Job   → Recruitment   Searching → Applicant
Vacancies   Planning   activation   Pool
                ↓
           → Strategy   → Applicant   Screening
             development   population   ↓
                                         Potential hires
                                            ↓
                Evaluation   To selection
                and control

① Advertisement
→ Popular method of seeking recruits
→ Better source ∵ has wider reach
→ Describes job & benefits, identify emp & tells
who are interested & how to apply → Big companies
→ Many org place blind ads (without name of firm)
↳ Only those who are intended recieve the ad.
↳ Rest won't even know as if they didn't recieve it
→ Another form : Job seeker advertise themselves.
↳ Qualification ↳ Experience ↳ Areas of interests.

② Selection process

┌─ ↑ External env ↑ ─────────────┐
│ ┌─ ↓ Internal env ↑ ───────┐ │
│ │   │ │
│ │ ← Preliminary interview │ │
│ │ ← Selection test   │ │
│ │ ← Emp interview   │ │
│ │ ← References   │ │
│ │ ← Selection decision   │ │
│ │ ← Physical exam   │ │
│ │   Job offer   │ │
│ │   Emp contract   │ │
│ │   Evaluation   │ │
│ └──────────────────────────┘ │
└────────────────────────────────┘

(Rejected applicants — on left side)

③ Short listing
→ Determine criteria → Decide shortlist no
→ Try blind applicant screening → Eliminate applicants
→ Screen candidates "in" → Try assessments
→ Conduct screening interview → Give candidates a score
& let them know

(1) Written Test
→ Job seekers who pass screening & preliminary interview are called for test.
→ Determines applicant's ability, aptitude & personality
→ Ability → Aptitude ✓ → Personality ✓ → Specific
→ Interest → Graphology → Polygraph → Medical
→ Ability test: Determines how an individual performs task related to job
→ Aptitude: Determine person's potential to learn in a given area. eg:- GMAT
→ Personality: Measure prospective emp's motivation to work in a working environment
→ Personality has a significant role to play in deciding whether candidate have passion & motivation to the job
→ Specific: Used to get data about degree of knowledge & abilities in relevant areas for a job

(2) Interview
→ Structured conversation where one asks question and the other one answers
→ Methods:
i) Structured (Guided / Pattern interview)
Use a set of standardised questions
ii) Unstructured (Unguided / Un-patterned)
-Friendly conversation. → Lack of uniformity
-Reveals candidates desire & problems
-Overlook key areas of applicant's skill /background
iii) Behavioral
Focus on hypothetical situation a candidate has to solve
Reveals applicant's ability to solve problems.

iv) <u>Stress</u>: Find how applicant will respond under pressure

Types of interview:
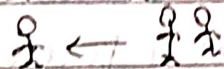i) One to One   ⚇ ← ⚇
ii) Sequential   ⚇ ← ⚇   ⚇ ← ⚇
iii) Panel Interview   ⚇ ← ⚇⚇

Ⓞ <u>Group discussion / Interview</u>
→ Several candidates are interviewed simultaneously
→ Offers a sense of leadership potential & style, a glimpse of what one may actually be like as an emp & how one would fit into a team
→ Ppl may be asked to solve a problem. Used to assess candidate's skill in action

Ⓟ <u>Psychological testing</u>
→ Tests that provide an objective method that can aid the selection process with lesser probability of biases creeping into selection.
→ Useful in selecting ppl with promotional ability, discovering reasons for job failure based upon personality traits.
→ Characteristics:
  Assumption   Standardisation   Objectivity
  Reliability   Validity   Utility
→ Advantages:
↳ Provide systematic procedure for measuring a sample of human behaviour
↳ They are used in vocational & professional colleges
↳ Useful for selecting candidates for various jobs.

(1) Exit interviews
- Conducted to know why emp are leaving before leaving the company
- Serves a purpose of knowing / getting feedback about emp's experience
- If an emp can be retained, it is the best time
- Makes them "forget & forgive" and speak good things.
- Some important questions

(2) Transfer (Horizontal movement)
- **a** Reason for transfer
  - Shortage of emp in another dept
  - Removal of incompabilities b/w work & boss
  - Correction of faulty initial placement of an emp
  - Productivity factors of emp
  - Family related issues
- **c** Type of transfers:
  - Production transfer
  - Replacement transfer
  - versatility transfer
  - Shift transfer
  - Remedial transfer

(3) Promotion (Upward movement)
- i) Purpose: Motivate emp
- ii) Recognise & reward efficiency of ppl
- iii) Increase effectiveness of emp
- iv) Fill up higher vacancies
- v) Build loyalty, morale & sense of belongingness
- vi) Impress upon other opportunities.