

AFRICA CENTER FOR PROJECT MANAGEMENT

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**COURSE: POST GRADUATE DIPLOMA IN HUMAN RESOURCES
MANANGEMENT**

1. Effective employee recruitment and selection is necessary for the competitiveness of organizations. However, failure to prepare for smooth recruitment processes is the most common pitfall in public service in Africa and more so in developing countries. Discuss.

The process of finding and hiring the best-qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost effective manner. The recruitment process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization.

Selection is the process of picking or choosing the right candidate, who is most suitable for a vacant job position in an organization. In others words, selection can also be explained as the process of interviewing the candidates and evaluating their qualities, which are required for a specific job and then choosing the suitable candidate for the position.

The selection of a right applicant for a vacant position will be an asset to the organization, which will be helping the organization in reaching its objectives.

In other words, Recruitment and selection is a proactive human resources approach to identifying and screening candidates for jobs. Primary benefits of effective recruitment and selection processes include a strong pool of applicants, accurate qualification screenings, proactive strategic alignment with company goals, reduced turnover and high morale.

Effective recruitment and selection methods benefit organizations in multiple ways. Employee engagement, sustained job performance, employee retention and low turnover are some advantages of best practices in recruitment and selection processes. All of these benefits have an impact on the company's bottom line, which illustrates how important the recruitment and selection process is to an organization's workforce and overall business success.

Successful recruitment is a direct reflection of the validity and professionalism of your business. Employing the right people for your business is the most important part of your organization. It is essential to have a good recruitment process to attract the right kind of employees for your business needs. Your recruitment process should be cost effective as well as time effective. Recruiting and training can be expensive and time consuming so when you are recruiting, make sure that you are making the right choices.

A good recruitment process can minimize the time involved in the searching, interviewing, hiring and training. It can streamline these processes and make your search for viable candidates much more efficient. It is very important to build a positive image to your customers, peers and competitors.

It is essential to list the skills your new hire will need to fulfill his/her duties. To get better and successful results in your recruitment process, promote specific criteria that are relevant to the job. Always evaluate your candidates skills thoroughly for the position that you are hiring for Knowledge, Skills and Ability “KSAs,” this is a great evaluative tool for hiring the right candidate for your business. Obviously, there is no guarantee that your selection will be correct, but you can do all that you can to reduce your risks and maximize your potential to hire the right candidate.

You can find good, qualified, reliable employees for your company if you have a successful hiring process. Make sure to follow an organized recruitment path and you will find candidates that will prove to be great assets to your business.

Employee Engagement

Engagement refers to the enthusiasm, motivation and level of commitment employees exhibit in the performance of their job duties. The recruitment and selection of qualified applicants can directly impact employee engagement. In the recruiting process, identifying applicants whose work history suggests they demonstrate commitment is one way to predict their level of commitment to your organization. In-depth interviews are an ideal way to identify candidates who are enthusiastic about the qualifications they can bring to your organization.

Job Performance

Generally speaking, an applicant seeking career opportunities elsewhere while still employed is probably not in jeopardy of losing her job due to poor performance. Candidate interviews -- particularly those that use extensive and in-depth questions -- shed light on the candidate's job performance, skills and competencies. Recruiting isn't an exact science; however, skillful interviewers ask questions that elicit responses about the candidate's strengths as well as areas for improvement. Understanding a candidate's strengths and weaknesses is the first step in predicting a prospective employee's future performance.

Employee Retention

Recruiters and employment specialists look for candidates who exhibit the desire to commit to one employer for a reasonable period. Based on data from the U.S. Bureau of Labor Statistics, workers in the Baby Boomer generation had an average of 11 jobs during a 26-year period of their working lives. This means a job commitment of a little more than two years. Employee retention is important to employers for reasons related to hiring and training costs, as well as business continuity. A good recruitment and selection process eliminates applicants whose work history and intent don't indicate their desire to remain with your company for more than the average length of time.

Low Turnover

Similarly, low turnover is another sign of an effective recruitment and selection process, especially because most turnover occurs during the first 90 days of employment. Recruiters can often pinpoint the signs that an applicant is prone to job hopping or less committed to staying with the company for a reasonable period. In addition, candidates whose work history indicates they have been involuntarily terminated from several jobs are easy for recruiters to identify. Maintaining low turnover within an organization is initially the responsibility of recruiters and employment specialists. Their duty is to identify candidates who appear more likely to perform well and remain stable employees.

Strong Pool of Applicants

A planned recruitment effort includes identifying the best methods to **connect with qualified applicants**. Newspapers, company websites, job boards, broadcast media and career fairs are among the common recruitment methods. By putting your time and resources into the most efficient methods, you generate a larger and more qualified pool of applicants.

Accurate Screenings

The selection process focuses on applicants, interviews, tests and other mechanisms used to evaluate the qualifications and traits of candidates. While job interviews are a common and important means of evaluating applicants, the University of Oregon also suggests that work samples are valuable in many employee screening processes. For a graphic design job, candidates typically present portfolios of projects completed in school, internships or previous work experiences. These samples provide evidence of task completion and performance, which contributes to precision in hiring the best person for a role.

Proactive Strategic Alignment

Strategic human resources is a proactive approach to talent management when compared to traditional reactive or transactional HR systems, according to Forbes. **Thorough recruitment and selection processes align with strategic HR.** Companies map out the types of workers and skills needed to fill vacancies. Open positions are established based on company goals and hiring plans to achieve them going forward. Planning out HR needs in advance enables more focused job screenings. Companies can establish training and development programs when they recognize the need to grow people into more elaborate roles after initial hiring decisions.

Reduced Turnover and High Morale

When an organization hires people with the right personality types and job skills, the end result often is more happy workers. A culture that fits well with employee preferences and makes them happy, also leads to higher levels of retention, according to Forbes. Lower turnover rates and more positive workplace morale ultimately contribute to **greater efficiency and higher profits** as well.

Ensures Transparency In The Hiring Process

A recruitment and selection policy ensures that all the procedures related to hiring and selection are performed transparently, and all the members involved (the hiring manager, HR, etc.) are following the recruitment process with having complete confidence over the end-result. Moreover, being transparent also means that candidates are always informed about the status of their application and informed if they are awarded a job.

Paves the Way For Merit-Based Hires

An effective recruitment and selection policy ensures that the overall recruitment process is being conducted in a fair and legitimate manner. It makes sure that discriminatory behavior is avoided at any stage of the overall recruitment process – a candidate should never be discriminated on the basis of his gender, race, age, religion, or nationality. A fair and authentic policy allows a candidate to take legal action if they feel they're being discriminated against any factor. Moreover, every job application should be should be treated in a confidential manner.

Provides Consistency

A recruitment and selection process that is not consistent gives inconsistent results. Thus, consistency is another reason for having an effective recruitment and selection policy. Organizations should make sure not to set different selection criteria for each candidate as it will then not be possible to determine the effectiveness of each individual. To achieve consistency, a standardized process should be followed. Instead, it will be more beneficial if organizations apply pre-determined criteria at all stages of the recruitment process as it will eliminate the risks of bias and discrimination. Also, companies should conduct reference checks prior to making any appointment with the candidate and should be performed in a consistent manner.

Lends Credibility to an Organization

Another reason for having a set recruitment and selection policy is to show that an organization is credible enough for applying. Today, there are several job vacancies that are not genuine and many candidates get trapped into the hands of fake companies. Hence, for gaining reliability, a company should follow specific application procedures that will make the candidates feel confident for the position they are applying.

Helps Write An Appropriate Job Description

Having a good recruitment and selection policy is essential because it assists the organization in writing an accurate job description. An appropriate job description is an integral part of the overall recruitment process as it clearly describes what primary and secondary tasks will be performed along with the core competencies for a particular role.

An effective recruitment and selection policy not only fulfills the requirements of a job but also ensures that an organization will continue to maintain its commitment to providing equal opportunity to employees. Adherence to such a policy will let you hire the best possible candidates for your organization.

Finding Quality Candidates

Having good quality employees is the number one goal for any employer. Establishing a job description and advertising in places where you know you will be able to attract people with the right set of skills is the first step. It's important to identify which tasks you need the recruit to complete and whether or not you are capable of training them. For example, a plumber hiring a bookkeeper isn't going to want to train a bookkeeper on how to do the job.

Research how competitors pay for the same job and the types of benefits that they offer. Many good employees will actually choose to work for an employer paying a little less if there are benefits such as health or retirement plans. Get a feel for the market, establish a budget and seek a candidate that meets the skill requirements for the job and pay them accordingly.

Save Training Time and Money with Proper Selection

Go through a systematic set of questions and even skills tests to determine if candidates are able to fulfill the job needs. This helps establish confidence in knowing that you have logically gone through a recruiting process and choose people based on defined metrics rather than gut feelings. When you do this, you increase your chances of having someone succeed in the job.

If you don't need to constantly replace people, you will save time and money on the recruiting and training of new candidates. Understand that downtime could negatively affect your business revenues if you become short-staffed; keeping turnover low is important. There are costs and time spent putting out job ads, interviews and training new people. Taking the time to choose properly the first time helps mitigate this.

Reduce Potential Legal Ramifications

When you have a systematic process in place that you follow for every candidate, you reduce the chances of finding yourself in employment-related legal issues. Employers can get sued for bias if a candidate feels there was some level of discrimination that resulted in not getting the job. Keeping interview questions professional and not asking personal questions is important to prevent any misconceptions.

Giving the same skills tests to all candidates means that no one was given preferential treatment. Employers are not allowed to discriminate based on age, gender, religion or disabilities.

Employing the right person for your small business might be the most important part of your venture. An effective recruitment and selection process reduces turnover. These processes match up the right person with the right job skills. Interviews and background checks ensure that you employ a candidate who is reliable and carries out the objectives you planned for providing quality services and goods to your customers.

Recruitment

It is important to list the skills your new hire will need to fulfill his duties. You get much better results in your recruitment process if you advertise specific criteria that are relevant to the job. Include all necessary skills, and include a list of desired skills that are not necessary but that would enhance the candidate's chances. If you fail to do this, you might end up with a low-quality pool of candidates and wind up with limited choices to fill the open position.

Screening and Interview Process

Your screening process provides a vital opportunity for you to focus on what candidates can offer your company. It is important that you screen heavily, either by using your own judgment or by enlisting the help of managers you trust. The interviewer must know what the job is and what will be required for a new hire to perform well. The interview process also allows you the opportunity to express your company's vision, goals and needs. It is vital that the interview elicits responses from applicants that can be measured against your expectations for the position. If you don't use the interview to effectively eliminate applicants who don't fit into your company culture, you might find yourself dealing with turnover, confusion and disgruntled employees.

Selection

When you choose a candidate based upon the qualifications demonstrated in the resume, the interview, employment history and background check, you will land the best fit for the position. Base your decisions about a specific candidate upon specific evidence rather than any gut instincts. If you hire people who can do the job instead of people you merely like, you will have higher productivity and quality in your products or services.

The Long Haul

Your goal in hiring responsible and reliable employees should be to make your small business profitable and efficient on a long-term basis. The recruitment and selection process is the time you not only identify a candidate who has the experience and aptitude to do the job that you are looking to fill, but also to find someone who shares and endorses your company's core values. The candidate will need to fit in well within your company's culture. Your selection and recruitment process should provide you with an employee who adapts and works well with others in your small business. Failure to recruit and select for the long term can result in high turnover.

Reputation

When you effectively recruit and select the right employee, there is a domino effect. Your new hire will do her job well. Employees will see that you make wise decisions. You will gain respect from your workforce, and you will get higher productivity as a result of that respect. This positive attitude will affect the quality of your products or services, and ultimately, your customers' perceptions of your company.

However, Businesses rely on their employees to be successful. Hiring the right people is imperative, and there are many repercussions when recruiting and selection systems fail. More than just losing money from lack of productivity, hiring the wrong people negatively affects many aspects of daily business and productivity. There are many ways that bad hiring decisions can hurt your company.

Turnover

When the wrong person for the position is hired, it typically results in having to refill the position again. Time, money and energy are lost during this downtime, as well as additional recruiting and training costs. It hurts a company to have an open position in several ways, including loss of productivity, frustration of continuous retraining and inability to progress with company initiatives. Bad hires may also result in good employees leaving the company, creating an even greater turnover problem.

Money

It costs between 50 and 175 percent of the position's annual salary for staff replacements, according to the Corporate Advisory Board of Washington, D.C. These costs may include job posting fees, training fees (especially if training is conducted off-site) and paying the "wrong" employee's salary before employment officially ends. If that person was a salesperson or account manager, the company may lose revenue for sales not made or clients lost. If the business is small or a start-up, hiring the wrong person may bring down the entire company.

Reduced product sales from a bad candidate experience — By providing a bad candidate experience, you frustrate and anger candidates. And a significant portion of those disillusioned candidates strikes back by no longer buying your retail product. And as a result of that disillusionment, not only do you lose the increased product sales from the 23 percent of candidates who, if the experience were to be positive, "would be more likely to purchase products or services from the company." You also lose product sales from the 9 percent of their friends/colleagues "that they will urge not to buy your products." As a result, it makes sense to find out if those who you are interviewing are current customers of your firm and then to make sure that you are responsive to them if they are not hired.

Reduced revenue from hiring below-average performers in revenue impact jobs — Hiring below-average performers in the all-important sales and revenue-generating jobs will result in a measurable and significant reduction in revenue. But there will be negative revenue impacts in many other revenue-impact jobs like product development and customer service as a result of the underperformance of below-average hires in these functions. This is because bad hiring will result in less innovation in your products and poor customer service after the sale.

Lower productivity from hiring below-average performers in all jobs — A weak employer brand will by itself result in lower-quality hires (i.e. reduced on-the-job performance) in all jobs that you fill. We know that because data from the Corporate Executive Board shows that having a strong employer brand can "increase your quality of hire by 9 percent." And if also you have a weak recruiting process that routinely hires below average performers, for every job that you fill with an underperformer, the firm will obviously get lower productivity from that new employee. You can calculate the cost of hiring a single underperformer by using your average revenue per employee number. For example, if bottom-performing hires produce 10 percent below the average, you multiply that 10 percent by the average revenue per employee (at Sears, for

example, the revenue per employee is \$140,000 and at Apple it is \$2.4 million) and that gives you an estimate of the cost of hiring a single below-average performer. In this case is a negative \$14,000 per year for each weak new hire at Sears and a whopping \$240,000 at Apple. If you also estimate the average cost of the job errors, accidents, and negative customer impacts, you can get a more accurate dollar number of the negative business impacts of a weak-performing hire.

A bad candidate experience may reduce the power of your product brand — At many firms; the employer brand is difficult to separate from the product brand. For example Google and Apple rank one and two on both product brand and employer brand. And that interconnection means that if you damage your employer brand, your product brand will also suffer. So if you damage your employer brand as a result of the bad candidate experience or questionable hiring practices, that can also hurt your product brand and the sales that it generates. The interrelationship between these two brands becomes greater every day with the growth of social media sites like Glassdoor. It is amazingly easy for potential applicants and customers to find out about a negative candidate or employee experiences, and then to use that information to change their job search and product purchasing. Politically, realize that any function that even indirectly damages the product brand (which the firm has spent millions to develop) will be guaranteed a rough time and a lower budget in any corporation.

The significant added costs related to replacing mis-hires — Bad hires often prematurely quit or they need to be released. Beyond the obvious recruiting replacement costs, calculate the costs resulting from hiring managers having to spend additional time on recruiting, rather than the regular job. But the largest revenue cost results from having no productivity in that job during each day that the position is vacant. If the vacant position is a revenue-generating job, that revenue may be lost forever. And for any position, a vacancy means that your current employees will be unnecessarily stressed because they need to work harder to fill in. And to make matters worse, if recruiting has an unnecessarily long average time to fill, the costs of those excess position vacancy days will increase dramatically but for no valid reason.

A bad candidate experience will reduce future job applications — As we have already seen, having a bad candidate experience disillusion candidates. And as a result of that disillusionment, you will lose out on the opportunity to make a future hire out of the 42 percent of candidates, according to a CareerBuilder survey, who have now decided to never again seek employment at your firm. You will also lose the referrals from the 22 percent of candidates who will now tell friends and colleagues not to apply at your firm. You are also

likely not to get job applications from any individuals who read the negative reviews on social media posted by your disillusioned candidates or employees.

Lost productivity

If you have a bad hire, and the employee can't do their job effectively, or as well as the person they replaced, it means wasted time. The organisation may be investing the same amount of resources in the staff member, but seeing significantly less output in return. Over a period of time, this can have a real impact on results and the overall performance of the team. When faced with a struggling colleague, other employees may start assuming other duties which aren't really in their job description. This not only impacts their own performance and productivity at work, but their ability to keep appointments, hit targets and maintain standards.

Lower staff morale

If a bad hire is working at below capacity - due to a lack of skills or motivation - this can quickly have a knock-on effect to the rest of the workforce. One of the first things to take a hit may be staff morale. If employees are asked to do more to cover for a struggling colleague, yet still receive the same salary, it can cause tension and potentially conflict.

A bad hire who has a negative attitude towards work can have a knock on effect on staff morale. If they are unable to fit seamlessly into existing teams and get on with their colleagues, it can ruin the atmosphere in the office. This potentially impacts on how much employees enjoy doing their jobs, and the likelihood they will stay with the organisation for the long term.

Monetary costs of finding a replacement

It costs money to hire employees and then replace them. Organisations need to create job descriptions, advertise roles, read through CVs and application forms and carry out interviews. All the while, they may be operating short-staffed due to a lack of capacity in the office. Even after the new employee joins a company, there is onboarding expenditure to consider, plus the fact the recruit may not be as productive as the experienced person they replaced.

To overcome a wrong hiring mistake, it may be necessary to reallocate people and resources, invest in further training, or in the most serious instances, let the employee go. Even then there are further costs to be incurred, in terms of re-recruiting for the position. Essentially you are back to square one, with a position still to fill.

Conclusion

In practice, integration of strategies at all levels is hard to achieve depending on the management style and size of the company, as well as its culture and employee involvement. Nevertheless, its importance is highly prominent in large companies which deal with high labour turnover and low motivation levels. Williams et al (1997), quoted by (Millmore et al, 2007, p279) go so far as to argue that 'where SHRM strategies in general and selection specifically are coherent and aligned to current and future business strategy, personnel selection will make a significant contribution to organizational performance'. Conclusion Recruitment, selection and retention are seen as the main human resource activity because, seen from a processual approach, they are 'designed to deliver an organisation's strategic objectives rather than an isolated activity conducted in a vacuum' (Millmore et al, 2007, p285). Whether recruitment and selection is carried out because of a growth strategy or because of a vacancy, the strategy devised by HR managers need to be vertically integrated with the business strategy and horizontally integrated in the bundle on HRM strategies. Additionally, it has to be a fair and indiscriminative process in order to be of benefit to the company and to the candidates. HR managers need to work together with line managers and advise them on policies and procedures that need to be carried out in order to recruit and select the candidate with the right competences or with the ability to achieve the competences desired. Recruitment and selection as a HR activity is indisputably significant in importance, for line and HR managers alike, but also the candidate. The HR manager puts the restrictions and procedures in place, and the line manager, after carrying out job analyses, where such vacant job positions may have changed, then sifts through the pool of candidates. It is the line manager's duty and 'careful attention' however, to select the right people in the final selection stage that will hopefully add value to the potential job, evidently giving that all important competitive advantage.

2. Interviews are commonly used in selecting the best suitable candidate for the job. However, the best job applicant is not necessarily offered the job. Comment.

An **interview** is a conversation where questions are asked and answers are given. In common parlance, the word "**interview**" refers to a one-on-one conversation between an interviewer and an interviewee.

Importance of Interview for Employers and Job Seekers. ... **Interview** proves **important** because it connects both the employers as well as job seekers. It assists employers in selecting a right person for a right job. It also helps job seekers to present their job skills and acquire a desired position on merit.

The interviews are important because they help the experts know who is efficient and who is not.

Not just this, but also you get to know the other different traits of the applicants, thus helping in judging better who will be able to be good in the particular field.

So, there are some other reasons like:

The assessment of the employees:

The employees are assessed through the process of interview and that assessment is considered one of the best ways to know one's potential.

So, this is one of the reasons why the assessment of the employees is essential through the interview process.

No other procedure:

There is no other selective procedure better than the interviews. So, this is the reason interviews form a vital part in the selection process.

It is one thing which helps in linking the interviewee and the interviewer.

It forms a bridge between the sender and the receiver:

The process of interview acts as a bridge as it conveys what the sender has to communicate while the receiver gets to know about the sender. So, it bridges all sorts of gaps.

Speaking skills:

The person can be evaluated well by the manner he or she communicates. Their good speaking skills obviously cannot be known through their writing, but through the way one utters.

So, this is also one of the reason of knowing the importance of the interviews during the recruiting process.

Check the confidence level:

An individual may have to present in front of other people in office and if he or she comes out to be shy and less confident, then it won't do any good to the company.

This is also obvious that the companies require the efficient people for their own benefit but this also holds true that the employees have to give their best to earn the best.

So, to know whether a person is able to speak up in front of number of people, the interviews are conducted.

Social behavior is analyzed:

Another benefit of taking interviews is that the social behavior of the individual is analyzed. When a person speaks, his body language, the words he or she make use are assessed and the basic etiquette are counted.

So, among many others, this is also one of the important reason.

The body language and the smartness of individual:

How smart is the person and also how he or she presents himself in front of others i.e the body language of the person is witnessed through the process of interview.

Quality of answers is tested:

When we talk normally to our friend, then also the way we pronounce and speak is taken into notice smartly and at times interrupted on saying wrong word at wrong time. So, if being with friends can be noticed then why not such thing be noticed during interview.

Of course it is done, so, in order to know how well a person can pronounce and to examine the quality of answers delivered by the person, the process of

interview is essential.

Legal approach:

Every organization or the company is a statutory body in itself. it is independent of the individual who owns it. Or we can say the company is an individual entity.

So, every company has some rules that it needs to follow as per the legal approach given by the country.

Excellent way to whittle down large mass:

This is the only one way by which you can allow end number of potential candidtes to work and at the same time whittle down the non deserving candidates.

Promotional benefit:

Every company benefits directly or indirectly through the process of interviews. This is because if your interview goes fabulous even if you are not hired, you are promoting that company by sharing your good or bad experiences.

So, this way it is beneficial for the company itself.

Way to connect and increase the connections:

This is one way where you get to meet number of people whom you have never ever thought of.

So, this way the process of interview is not just profitable for the company but also the applicants.

This is because when you talk to number of people sitting with you on the same bench waiting for the interview turn, then you ought to end up either by sharing facebook id's or contact number. Hence building contacts with others.

Mind and the presence is known through verbal test:

The presence of mind is tested through verbal methods. The speed by which you can answer correctly and at the same time how accurate you can be with in the shortest span of time assist the interviewer to recruit the individual.

So, for this reason too it is essential to conduct interviews.

Additional information can be gathered:

One can even gather additional information about the candidate as sometimes people do not measure how much they speak and in that contest only they fail to know what is to be spoken and what not.

During this process, many people tend to reveal their secret information to the employers.

So, sometimes the interviewees intentionally be very friendly with the applicants so as to make them utter everything.

The intellect and the knowledge is judged:

Through interviews one gets to know one's intellectual level. The knowledge one possess also comes to the forefront which simply helps the panel to take decision of whether to select the person or not.

This can be judged through the written test also but conducting interviews is easy and less time consuming.

This is because the written test has to be set first then checked and then the results are announced, unlike interviews.

The expectations of the applicant is known:

The expectations of the applicants is known like the expectations in terms of salary, what the employee is expecting from the company's holiday policies and rules, the allowances, the perks and the work hours etc.

All such expectations can only be known through the interviews and verbal communications.

Also the interviewers can explain their job requirements:

The process of interview is beneficial not only to the applicant but also to the interviewers as they are able to talk to the individual personally and ask what they wish to.

Also they can present their expectations from the candidate.

Clarify everything beforehand:

Also the interviews are conducted to clarify everything beforehand between the employees and the company.

It is always better to clear the air before it causes any sort of misunderstanding.

During interview one can speak out his or her heart but not in any other method like writing and all. So, when you speak, you need to say all what you have in your mind but not in the case of any other method of interacting.

Selecting suitable person:

The company runs well when the candidates who are working in there are suitable for the company.

If not, then the company throws them out of the company. So, before reaching to such a rude level, the companies prefer not to reach to such level and prevent this sitautaiion as it is both embarrassing for the company and for the employee.

So, to prevent all this, interview plays an important role in the selection process.

To verify the facts and figures:

The panel is able to verify the important facts like the date of birth, the education qualifications, the experiences if any in the field, the bank details and identity of the person and many more things are taken into account before providing jobs to the candidates.

So, in order to verify the facts and the figures, the interviewing is necessary in the whole selection process.

To gather all the information:

The verbal communications are best to know everything in detail. Also to know the person personally, the verbal communications are best to engage in.

So, the companies find it easy to talk to an individual and know every thing than going in the complexities of writing every thing about the person.

Only in the rare cases, sometimes the written test are conducted by the companies but not every time it is the case.

Know about the enterprise:

In order for the interviewee to speak and know, he or she is given a chance to ask queries related to the company.

So, this is also included into the process of interview. This is also important because if the individual himself will know less about the company then nothing could be expected from the people who are outsiders and not the employees of the company.

To raise opinions:

Through the process of interview, one also gets a chance to raise one's own opinions related to any scheme of the company or any suggestions if you think are better than what already company has done.

So, this is also one of the point that an individual gets a chance to raise and put forth one's opinions and views ahead.

To evaluate the performance:

This is one of the simplest methods by which other person can evaluate one's performance. This is because, a person is known through the way he or she presents.

As when a person put forth himself, he or she not just proves body language but also the way of speaking, social attitudes and the ways to handle the issues and awkward situations.

All such instances are there where interview proves fruitful and no other method can do good.

To get the best output for the company:

The company will be able to get the best output only when the employees are capable of achieving the targets.

So, if the employees themselves are not capable of doing the work the company demands, then how come the company will survive in such a tough competition in the market.

Now, to make the company efficient enough to fight and stay in competition, it ought to choose the applicants who are capable and able to work hard.

For that the proper selection process is required and also includes the question and answers round which is “**interview**”.

Importance of Interview for Employers

1. Information about job-seeking candidate

In an interview, the employer can collect complete information about the job-seeking candidate. Interview collects information about the candidate's cultural and educational background, work experience, intelligence quotient, communication skills, personality type, interests, social behaviour, etc.

2. Supplements the application blank

Due to some limitations, the job-seeking candidate cannot give his full information or details in the **Application Blank** for employment. However, an interviewer can collect additional relevant information of the candidate by scheduling a personal meeting with him. During meeting, interview process helps an interviewer to collect that information which is currently not available in the Application Blank. Thus, an interview supplements the Application Blank by collecting and verifying some missing information of the candidate.

3. Interview helps to select a right person

In an interview, the interviewer can see and talk to the candidates. So he can make a correct decision, whether to select or reject the candidate. Personal interview is the best method of selecting the right person for the right post.

4. Interview collects useful information

In an interview, the candidates discuss about their past work experiences, achievements, research works, etc. Interview helps an employer to collect a lot of useful information from different candidates. The employer can use this collected information to solve problems of his firm and improve efficiency.

5. Good interview increases goodwill

An interview is a public-relation tool. So, it should be conducted properly in a friendly and fearless environment. The candidates being interviewed should be treated with dignity and respect. Whether the candidate is selected or rejected, he / she should feel happy about the employer. This will boost the image of the employer. So, a good interview session always increases the goodwill of the employer.

6. Helps in promotions and transfers

A personal interview also helps an employer to evaluate his staff for promotions, transfers, etc.

Importance of Interview for Job Seekers

1. Provides employment opportunity

An interview provides an employment opportunity to the job-seeking candidate. It helps an applicant to present and communicate his views, opinions and ideas to the employer. If a candidate performs well at the interview and meets employer's expectations, then he has a good chance of getting selected for a desired post.

2. Develop confidence in candidates

Fresh job-seeking candidates (young college graduates), generally get nervous during their first few job interviews. However, after attending (facing) multiple interviews, they automatically develop a confidence in themselves. As experience builds up, they subconsciously develop skills to tackle a variety of interviews. Thus, routine interviews develop a confidence in the job-seeking candidates and boost their morale.

3. Helps candidates to accept or reject the job

The job-seeking candidate is provided with information about the job and employer. He is well-informed about the compensation (salary), perks and allowances, working condition, job security, chances of promotions and transfers, other employment benefits, if any, etc. All the doubts of the candidate are cleared by the interviewer. This helps the candidate to make a wiser career decision, whether to accept or reject the job, if offered.

4. Helps job seekers to increase contacts

When a job-seeking candidate attends an interview, he develops contacts with the interviewer and the other candidates. So, if a candidate is not selected at first job searching attempt, then these contacts sometimes help him to succeed at next job hunting attempts.

So, for these above reasons it is vital to take and conduct the interviews. These are the assessment criteria which needs to be known otherwise the non-efficient employees would take the lead leaving behind the efficient and deserving ones.

And besides that, some of the points which clearly states that the process of interview is important to all the organizations, no matter the size and the type of enterprise.

Conclusion:

So, above are some of the points which says that interview is important in all the stages of the recruitment process. It is as important as the importance of employee selection process.

This is because all around the world, it has been stated as the best and most used methods to get the job one wishes to join.

Without clarifying this step, you will fail to get employment. There are different types of interviews.

Not all companies adhere to personal interviews, rather some also reach out to the Skype interviews, group interview etc. Whatever is the type, the purpose remains the same for all the types.

Not a match for the job. You were screened out by an automated system or a hiring manager because the language in your resume didn't match the requirements listed in the job posting. It's important to take the time to highlight the skills that qualify you for the position on your resume. Companies are too busy to take the time to figure out whether someone is a strong applicant. They are looking for you to show them why you're qualified.

Lack job qualifications. Your knowledge and skills don't match the capabilities required to excel in the job, or you have not clearly indicated how you have applied the desired skills. Take the time to match up the job requirements with your qualifications. You will show the hiring manager, at a glance, why you're a good fit.

Overqualified. There is a perception by the employer that you are overqualified. Being overqualified can hurt your candidacy as much as being underqualified for a position. Use your cover letter to explain why you're applying, your enthusiasm for the role, and what you can offer the organization.

Didn't follow directions. You didn't supply all the information requested or follow the directions for the application. An easy way for employers to narrow the applicant pool is to eliminate the candidates who didn't provide the requested information. If you couldn't follow instructions when you applied, the employer may doubt that you would be able to do so if you were hired. Make sure you've covered all the bases, especially when you

Accomplishments aren't showcased. Your resume and cover letter don't reveal your accomplishments and don't show how you have impacted the bottom line with prior employers. Using numbers to quantify your achievements is an excellent way to impress an employer.

Mistakes. There were grammatical and/or spelling errors in your documents. It's not always easy to catch your own mistakes. Carefully proofread all your job application documents, and, if you can, have someone else look them over for you.

Generic cover letter. Your cover letter was generic and not tailored to the job. The goal of a cover letter is to sell your accomplishments. You should write about what you can offer the company, not what you want in a job. Be specific, and customize your cover letters so they highlight your best attributes.

Cover letter too short. Your cover letter was too brief, and the hiring manager assumed that you weren't highly motivated to pursue the position. Be sure that your letter includes all the components of a successful cover letter, and is full of details about what you can offer the employer.

Job hopping. The hiring manager may have concerns about a pattern of job hopping in your background. If you're worried about being considered a job hopper, you can tweak your resume to deemphasize the number of times you've changed jobs.

Lack credentials. You don't possess a required educational credential. Many jobs have a required level of education or equivalent experience. If you don't meet those requirements, you may not be considered for the position.

Too expensive. Your salary expectations or perceived salary requirements exceed the available resources. If the company thinks you'll be too expensive to hire, they may opt not to interview you. Take the time to evaluate what you're worth and whether the job is a financial fit.

Short on experience. You lack relevant work experience within that role and/or industry. If you don't have the right experience, you probably won't get an interview. You could have applied for a job a step or two further up the career ladder than is optimal for getting selected.

Didn't sell your credentials. Perhaps you haven't made a strong enough case for your interest in the job. Have you sold the hiring manager on why he or she should interview you? One way to make a compelling case, is to show a bit of personality in your cover letter. It will help you stand out from the crowd.

The job doesn't seem like a fit. You haven't made it clear how the job fits into your career plan. Is the experience you have on your resume related to the position for which you're applying? Have you shown the employer why this job would be a good fit for both you and the organization? If it wasn't clear, spend some extra time customizing your resume next time.

No referral. You were unable to enlist the assistance of any contacts at the employer to advocate your candidacy. Another candidate may have had a referral from someone who worked at the company. That's a good way to help ensure your application materials get a close look.

Employment gaps. There are unexplained gaps in your employment. Glaring gaps on your resume could be a red flag for a prospective employer. At the least, they will wonder what you were doing during the time you weren't gainfully employed. There are ways you can make employment gaps less

obvious on your resume so you have a better shot at getting an interview.

Unprofessional social media presence. Your online image may have damaged your candidacy. Before you apply for another job, take a look at your social media pages from an employer's perspective. Have you carefully adjusted your privacy settings? Is everything that's available to the public appropriate? Have you updated your LinkedIn profile so it's comprehensive and showcases your skills?

Out-of-town candidate. You live outside of the area, and the employer prefers local candidates. If you're job searching long-distance, there are things you can do to up your chances for getting an interview. These tips will help you find a job in a new city, regardless of where you are currently located.

Other applicants are better qualified. Your credentials are a good match, but there are stronger candidates. In this case, there could have been many well-qualified candidates. You, unfortunately, didn't make the cut. Take a look at the skills the employer was seeking, and consider if you need to upgrade yours to become a more competitive candidate.

There was already a strong applicant pool. You applied for the job later than other well-qualified candidates. Sometimes, employers need to hire quickly. They might start the interview process as soon as they start receiving applications, and they could have hired someone already. One way to get ahead of the crowd is to set up job agents so you are notified about new opportunities as soon as they are listed.

Hired an internal candidate. The employer has a preferred internal candidate with a proven track record at that organization. This isn't a reflection on your qualifications. Rather, the company decided to promote an employee instead of hiring an outside applicant.

Another applicant had strong recommendations. Other external candidates have been endorsed by individuals trusted by the decision makers. The organization may have had recommendations on who to consider for the job.

The job may have been put on hold. Uncertainty about funding may have delayed the hiring process. There could be budget or funding issues, and the process could be held up while finances are figured out.

Too much other stuff going on. Hiring staff are preoccupied with other immediate concerns and not focused on the search yet. Even though employers have good intentions, other factors may have required a shift in resources, and the firm may simply be too busy to add staff right away.

Company is rethinking the need to add an employee. Business has slowed, and the employer is no longer committed to hiring for that position. Adding a new employee is costly, and if there's a business slowdown the organization may be rethinking the decision to expand the workforce.

A Candidate is Qualified, *But Boring*

Thinking back on your interview, you feel good about it. You had a reasonable answer to every question and made no major mistakes. Nothing really sticks out, but you know you did a good, solid job.

Unfortunately, that's generally not enough to land an offer.

Hiring managers often lead multiple interviews a day, sometimes back-to-back. Even if you have strong qualifications, you'll have a hard time finding your way onto the offer list—let alone the top spot—if he or she has to go back to their notes to even remember who you are.

A candidate is Qualified, *But Lack Interview Skills*

Do you know someone who's super smart, but for whatever reason, just isn't a good test-taker? They get nervous, they feel boxed in, they choke—well, the same thing can happen in interviews.

It could be that you have the exact right qualifications to get in the door, but once you're sitting across from the hiring manager you repeatedly put your foot in your mouth. Maybe you throw your old boss or colleagues under the bus, so you don't come off like a team player. Maybe you ask questions that make it clear you didn't do your research. Maybe you don't ask any questions at all. Maybe you skip the thank you note, because you think it doesn't really matter.

Candidate is Qualified, *But Desperate*

When asked why you want the job, you tell the truth—the *whole* truth. Maybe you gush about how this is your dream company. Maybe you get real about how you would take just about anything to leave your current job and hey, you're perfectly suited for this role.

Wrong. If you make it seem like hiring you is a big favor, the interviewer is likely to pass over you for someone who frames it as something that would benefit them *and* the company

Attitude

Talking badly about a former employer is one of the top reasons a qualified candidate gets cut from consideration, experts say. It demonstrates a pessimistic attitude that companies want to keep out of their offices.

"That can automatically disqualify them," Sponenberg says. "When someone inherently negative gets in a workplace, it's detrimental to the culture."

Badmouthing a previous boss or company also suggests that a candidate's motivation is "more running away from something than running toward something," Stross says. Many hiring managers are turned off by that kind of desperation.

Courtesy

Some candidates are pleasant in interviews, but hiring managers later discover that demeanor is just a façade.

"I always ask the person at the front desk about the candidate," Sponenberg says. "It's shocking how often someone will be rude to someone at the front desk and not at the interview."

Unfriendly or condescending comportment isn't allowed at Sponenberg's company, which has a "no asshole rule," she says. "You cannot be a jerk and work here. We're a service business; this has to be an enjoyable experience."

So any sign of rudeness from a candidate will likely lead to his or her rejection.

Confidence

It's not enough to be qualified. Job candidates also must sell their qualifications by striking the right level of confidence.

A potential employee who makes eye contact, offers a firm handshake, conveys comfort and talks about his or her accomplishments without boasting will often impress a hiring manager, Sponenberg says.

Just be sure not to cross the line into arrogance, she clarifies: "That can sink a job for someone."

Interview Errors

Looking great on paper does not assure a candidate will perform well during the interview process. Hiring managers often use interviews to assess potential

employees' self-awareness and so-called soft skills, which many companies consider just as important as technical abilities and experience.

Polished candidates often perform well in interviews, but some can't avoid making basic mistakes. For example, they sometimes reveal too much personal information that's not appropriate for the setting, Sponenberg says: "I've had people cry."

They may come across as unprepared, lacking basic knowledge about the company they could have gleaned through a little research, Stross says. Wearing clothes that are much too formal or too casual for a particular business environment may immediately indicate to a recruiter that a candidate hasn't done his or her homework.

And if they don't take advantage of the opportunity to ask questions, "that's off-putting," says Marc Cenedella, founder and CEO of Ladders Inc., a job search website that targets professionals with six-figure salaries. "Show me how curious and interested you are in this role."

Culture Fit

Just like in a romantic relationship, chemistry plays a significant part in determining who ultimately captures a hiring manager's heart.

"You're going to be working with these folks for 2,000 hours a year," Cenedella says. "It does matter how well you get along."

Human resources professionals often call this chemistry "culture fit" and seek candidates who are compatible with a company's "core values."

So even if a candidate's resume seems like a perfect match for the job advertisement, a hiring manager may decide his or her temperament and communication style aren't compatible with those of the rest of the team, Sponenberg explains.

"If you're a jock-y type of person and it's a room of quiet, studious eggheads, you're not going to fit in," Cenedella says. "It will be tough for you to contribute the way you want to in that company."

Of course, hiring based on culture fit can sometimes slip into discriminating against an applicant whose age, race, gender, religion or sexual orientation is different from those of current employees. To avoid this, some companies are shifting their strategy to look instead for candidates they consider to be "culture adds" who offer strengths the organization is missing, Sponenberg says.

Personality

Recruiters look for personality types that not only fit into broader workplace environments, but that also seem like a good match for the specific roles for which candidates apply.

"We have a purchasing department that requires a high-detail orientation," Sponenberg says. "Some people are cut out for that, some aren't."

Some employers administer personality tests to candidates to measure their natural tendencies and assess their compatibility with a role's requirements. An applicant otherwise qualified for a job may be turned down because test results suggest he or she would not make a good manager, salesperson or quality-assurance engineer because of personal preferences and behaviors.

However, Sponenberg says, "we do hire against it sometimes."

Disorganized Processes

A qualified candidate who doesn't get hired may simply be a victim of a poorly conducted hiring process.

Some companies post job descriptions before they know what they're actually looking for, and "as they meet people, their view of what they need changes," Stross says. The person ultimately hired may have little in common with the originally listed qualifications.

Other organizations "don't have structured, consistent interview processes," Stross says. "They don't have a plan."

In that situation, each candidate may face different interview questions, some of them irrelevant or duplicative. Or they may encounter hiring managers who don't take good notes.

"It's hard in that circumstance to make a good, rational decision," Stross says. "That's where a lot of bias comes in."

And when it's time to make the final decision, sometimes the most senior person in the room will offer his or her opinion about whom to hire and everyone else will endorse that, regardless of whether they actually agree.

"All sorts of arbitrary things happen," Stross says.

Other Candidates Have Advantages

There's one final reason for a company to pass over a qualified candidate: Someone else has an advantage.

That could be more experience, stronger skills or "this incredibly charismatic personality," Sponenberg says. "Even if they don't have exactly the same skill set, you may think, 'Oh I want to work with this person, this person seems fun.' That absolutely happens."

A company may post a job advertisement but then fill the open position with an internal candidate – and may always have intended to do so, which means no external candidates ever stood a real chance.

A competitor candidate may have a "third-party stamp of approval," Stross says, which could be a highly respected reference or someone inside the company who vouches for his or her abilities.

"Candidates with some sort of social proof get a big leg up," Stross says.

Getting Feedback

Qualified applicants who get rejected from jobs should feel free to politely ask for feedback about why they were passed over and how they can improve.

"I rarely get asked, but I always give it when asked," Sponenberg says. "There's no harm in asking."

Well, only the risk of a bruised ego.

"You have to be prepared to hear what you hear," she adds. "Some recruiters will be very honest. That's why most people won't ask."

3. Recruitment and selection in public service in African countries depends more on who you know than what you know. Use cases to justify this statement.

Recruitment and selection in Tanzanian public service is governed by the Public Service Employment Policy (1999), Public Service Act No.8 of 2002, Public Service Regulations 2003, Public Service Schemes 2003, Employment Guidelines, Establishment Circulars and Scheme of Service for each cadre. Some of the policy provisions include recognition that employment has to be through open competition.

Shangali (2009) has described the process of recruitment and selection in the Tanzanian public sector in a systematic manner that is quite elaborate. Job vacancies have to be advertised internally and externally through newspapers, which are widely circulated in order to ensure that all possible job applicants get the opportunity to apply for the job. The policy provides for the establishment of selection criteria that will ensure the balance between academic or professional qualifications and other competencies including, talent, experience, track record and future potential.

The public service act no.8 of 2002 as amended by act no.18 of 2007 and the public service regulations of 2003 and public service scheme of service 2003, together with other government directives like employment guidelines, establishment circulars and scheme of service provide power, authority and responsibility to appoint and confirm public servants to the President, chief executive officers, the minister responsible for local government authorities, local government authorities and the department of teachers service of the public service commission. The acts stipulate the main actors in the recruitment and selection in the public service as follows:

The first is the President's office, public service management (PO-PSM) which is responsible for controlling personnel emolument budget in the public service, through approval, offering permits and facilitating the mobility of labour among employers. Second are the employers (appointing authorities) who are charged with the function of preparation of personnel emoluments, applying employment permit from PO-PSM and filling the posts through open and competitive recruitment procedures.

The third is the President's office public service commission that, as a regulatory body, prepares and distributes the appointment guideline to the appointing authorities which set standards for merit based recruitment and selection. The commission also has the role of ensuring that the public institutions adhere to the prescribed rules, regulations and procedures

governing the merit based recruitment and selection procedures.

Recruitment and selection procedures

Vacancies in the public organizations come into existence through the reduction or creation of new posts.

The starting point is budgeting. The appointing authority has to budget for the posts under the personnel emoluments (PE). Ministries, departments and agencies (MDAs), and local government authorities (LGAs) and regional secretariats prepare the personnel emoluments (PE) budgets that reflect the actual requirements of human resources, and the budget guidelines and ceilings. Budget guideline on PE is set by both the ministry of finance (MoF) and the PO-PSM.

The appointing authority/employer should request permission from PO-PSM to fill a vacancy or establish a new post. The appointing authorities apply for the permits through the approved establishment, and the PO-PSM grants the approval via the approved establishment and wage bill. The approved permit is valid for duration of 3 months.

Once permission is given, the employer must observe the following procedures for recruiting and selecting.

The first is to advertise. The advertisement has to be through at least three newspapers with wide coverage. The advertisement should outline the qualifications, duties and responsibilities, remuneration, the type of application and the deadline.

The second is the short listing. After receiving the applications, the short listing is done through the established selection criteria that merge the qualifications and skills with the experience and personal attributes of the candidate as stipulated by type of service for each department.

The third is interviewing. Appointing authorities establish an adhoc committee in the case of ministries, independent departments and regional secretariats while the employment board appointed by local government authorities is responsible for recruitment. One of the members of the adhoc committee is a representative of the President's office – public service commission. The role of the representative is to ensure that the recruitment procedure abides by the law and is fair. The roles of these boards and adhoc committees include

reviewing interview questions, ranking and conducting the interview, and presenting the names of successful candidates to the appointing authority. After the appointing authorities have received the results of the interview from the employment board or adhoc committee, it will appoint the qualified candidates, suitable for the post, followed by:

- Conducting a medical check.
- Completion of appointment letter.
- Collecting of personal details.
- Entry into the payroll.

Challenges

Recruitment and selection practices associated with filling vacant posts in the public service reveal that some of MDAs do not manage to fill some of the vacant posts approved due to reasons which include:

- Failure by some appointing authorities to advertise vacant posts in at least three newspapers as directed by the law because of high costs. This leads to few candidates applying for the posts. As a result, open competition to acquire the most highly qualified candidate is compromised.
- Filling jobs in peripheral areas. Some candidates prefer not to work in the periphery workstations or regions, hence they do not apply for the job or some successful candidates do not report to the workstation.
- Rare professional cadres. Some technical professionals are hard to come by and hence creating strong competition between public and private sector is difficult. Since some jobs in the private sector are more rewarding than in the public sector it becomes difficult to get qualified candidates and even if selected, they do not take up the offer. Therefore, some job vacancies are very difficult to fill.
- Filling senior positions in the public service. The public service act was amended and, among other things, stipulates that all senior positions in the public service be filled through the internal source. However, the number of experienced senior officers in the public service is very low and it is becoming difficult to fill in senior vacant posts after natural attrition.
- Long and cumbersome procedure. Experience has shown that the open

recruitment process is very long from the permit application to the filling of the post. The process is expensive, but on the other hand, it takes a lot for time of responsible officers and hence affects other duties and programmes.

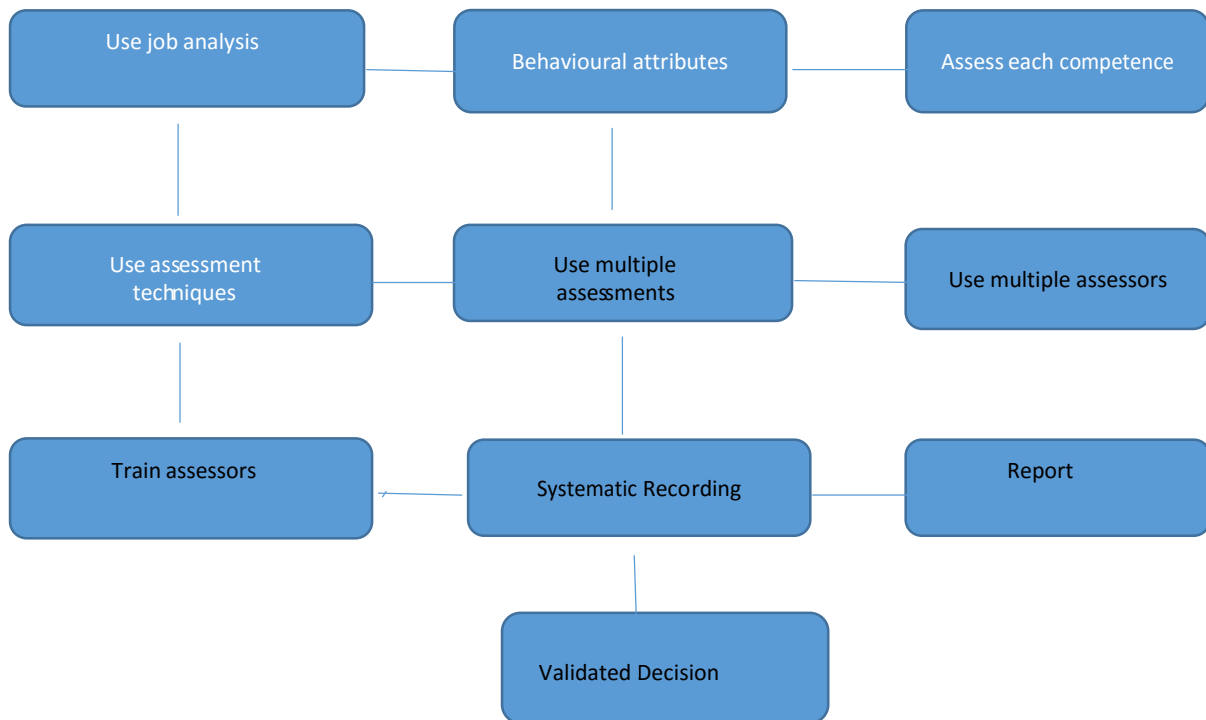
- Lack of information technology skills in managing recruitment and selection. In most cases, many candidates apply for jobs while the system used for shortlisting is manual and time consuming. Therefore, it becomes a very difficult and lengthy process to assess each applicant fairly particularly when there is time pressure and at times when some members of the panel have special interest in some job applicants.
- Adherence to procedures and criteria. One of the primary roles of the PO – PSC is to monitor and ensure that every appointing authority fully adheres to the prescribed rules and procedures governing recruitment and selection. Normally, the public service commission, through human resource compliance inspection systems, conducts a routine inspection of appointing authorities however; it will also act when it receives complaints from individuals or a higher authority regarding malpractice.

Despite inspections, there are still cases of non-compliance to procedures, which include:

- The appointing authorities' failure to define properly the required qualifications, experience, skills and personal attributes.
- Poor record keeping such as a list of applicants, record of shortlisted candidates, employment permit and interview score sheet/ results.
- In some of the posts the candidates shortlisted for interview do not meet the minimum qualifications for the post. This leads to the recruitment of the wrong candidates.
- Some of the appointing authorities are not able to inform all the interviewed candidates of interview's outcome.

4. Discuss the components of an effective assessment with an aid of a diagram

Figure 1.1 Components of effective assessment in assessment centres



The task of assessing job applicants is technical and requires a thorough understanding of the job and the assessment techniques or tools. Therefore, the more assessors are familiar and experienced with assessment centres, the better the quality of the assessment. There is no firm rule on who should be part of the team of assessors. However, gender, race, seniority, experience are some of the criteria for appointing assessors. Recording the transactions made in the assessment centres is as important as the assessment itself. Each observation made regarding each competence demonstrated has to be systematically recorded on a well-designed form that will rate or rank the presence or non-presence of a certain competence in an individual in relation to a specific aspect of the job. Using tapes, that can be replayed later, can help to illustrate what areas may require more questioning or testing. Criteria for making a decision regarding each job application are made based on the aggregation of the results from each assessor. A decision based on these aggregates is sufficiently valid to recommend some individuals for employment. Where divergences on key areas of assessment are noted among

assessors, a consensus has to be reached by using criteria that will be accepted by all. Where differences may still exist, recommendations will be submitted to the management for a final decision on who should be recruited based on the face value of the results as well as management wisdom. Finally, Figure 1.1

suggests that the ten principles of effective assessment centres are interlinked and interconnected because of the symbiotic and synergetic influence of each principle in the entire assessment centre.

Use of Job analysis

The purpose of Job Analysis is to establish and document the 'job relatedness' of **employment procedures** such as training, selection, compensation, and performance appraisal. Job Analysis can be used in training/"needs assessment" to identify or develop: training content.

Behavioural attributes

Behavioural attributes (or behavioural competencies) are a way of describing a range of individual characteristics that can be measured and can be shown to differentiate effective and ineffective performance. A job role will usually require the postholder to demonstrate both behavioural attributes and technical (or role specific) skills.

Behavioural attributes are made up of a range of motives, traits, skills and knowledge. In a given situation these are evidenced by the way an individual behaves, and can be a significant factor in helping to predict job performance.

The core purpose of the behavioural attributes framework (BAF) developed by the University is to identify what separates best practice from the rest: what do those individuals who display best practice do differently, and why is it they are different from the others (i.e. what qualities are the basis of their behaviour)? What are the key qualities and attributes required in a role to accomplish the organisational or institutional goals?

Corporations have to adapt fast to the changing environment; so do the employees of those companies. To make the change smooth, HR managers should know precisely what skills the company's staff already have and what competencies they are lacking. Based on this information, they can organize trainings and seminars - to fill the gaps in the knowledge and skills. Here are just a few ways you, as an HR manager or business owner, can assess employee skills and competencies.

Assess each Competencies

Give Your Employees A Test

This is pretty traditional and efficient way to assess technical and theoretical knowledge. However, such tests are conducted in the “laboratory” conditions, so they do not give the precise picture whether the employee will be able to use the knowledge in real life or not. Use such test, but only occasionally - otherwise, you might be disappointed once it comes to more realistic conditions.

Ask To Prepare Self-Assessment

You can send your personnel a questionnaire which they should fill in by themselves. On the one hand it shows not only their abilities, but also their self-perception. On the other hand, you might not benefit from such a subjective point of view in either way: Be their evaluation too optimistic or too pessimistic. Thus, this method should be used in combination with some other, more objective one.

Get Feedback From The Teams

There is some subjectivity in what the team members would say, but it is for sure more objective rather than just relying on the opinion of one person! Ask employees to share their feedback on each other's performance (make sure it does not go personal!) and see if each of them can do his job on a high level.

Put Them In Real Situations

The most efficient way to train and assess skills - nothing can be better than practice. But what if you simply cannot risk and leave the “testing” until the time comes. What if in this real time conditions, your employee fails? Can you take up this risk? To make sure that your employees are able to perform the task it is safer to start with other methods. However, if you are sure in high qualifications of your staff, you can put them in real life conditions to challenge them and check their proficiency.

Let Them Play A Business Game

Current trend of gamification penetrated various aspects of our lives. Nowadays not only children play the games, and many games have not only function of entertainment, but also serve professional goals and are created for adults.

Ask For Clients' Feedback

One type of the real life situation testing. The difference is that you assess the actions after they have been performed. It is a good way not only to see how your employee works, but also to communicate with the client and learn more about his/her needs. Use this great opportunity, but make sure that your staff already have sufficient skills to be tested with this method.

Conclusion

It is up to each organisation to choose the best method. Normally, the combination of a few of them would be a great set. Depending on the skill that you need to test and the conditions (time, resources, etc) you are in - you can choose one of the methods offered above or share with us the method that you are practicing.

Use Assessment Techniques

In a race to recruit and hire top talent job candidates, many employers are turning to an array of talent acquisition tools to help them filter through their candidate pools during the employee selection process. But which talent assessment tools are the most accurate in terms of their relationship to predicting job performance?

The truth is it depends on the type of employee assessment tools your organization uses, and the process you use to analyze the results.

COMMON EMPLOYEE ASSESSMENT TOOLS, RANKED FROM MOST TO LEAST EFFECTIVE

Talent assessments provide a wealth of information to help leaders understand why people think and behave the way they do. From simulations to interviews, there are a number of different candidate assessment tools organizations use to find, hire, and keep talent that drives their business forward. However, not all of these tools are created equal.

Below is a look at six talent assessment tools used in the employee selection process - ranked from most to least effective - and an analysis of their predictive power in terms of determining future performance.

1. WORK SAMPLES AND SIMULATIONS

Work samples and simulation tests are used in the pre-hire assessment process to give employers the opportunity to see the candidates in action. These tests involve giving the candidates a work-related task to complete or having them engage in a role-play simulation test. The main objectives of this type of testing are to access job-specific skills and to analyze decision-making capabilities.

While work samples and simulations are similar, there are some key differences between the two. A candidate completing a work sample will perform a subset of a job's tasks, often in the actual environment and using the requisite tools and equipment. A candidate completing a simulation will perform job-related activities in a fictitious environment that mirrors the actual job.

Employers who utilize simulations and work samples can assess how the candidates work under pressure, and if they can multi-task and prioritize. This assessment technique is one of the strongest predictors of job performance when administered correctly. Getting the most accurate results from these employee selection tools requires customized work sample and simulation assessments that are highly structured and based on accurate job responsibilities specific to your organization. A trained evaluator also should analyze standardized results.

2. COGNITIVE ABILITY / PROBLEM-SOLVING TESTS

Pre-hire assessment tests used to analyze cognitive ability and problem-solving measure a person's reasoning and logic skills, ability to learn new material, and reading comprehension.

A study conducted by psychologists John Hunter, Ph.D. and Frank Schmidt, Ph.D. showed a direct link between cognitive ability and job performance across multiple job types. Additionally, these types of tests are cost-effective to administer, and cognitive ability tests have been shown to predict job performance particularly well for complex jobs. The more intricate the job or training demands, the better these types of assessments work. Problem-solving tests, on the other hand, can assess leadership, potential, vision, insight, and intelligence, all of which transition into a higher job performance level.

3. PERSONALITY / CONSCIENTIOUSNESS TESTS

Personality and/or conscientiousness pre-hire tests assess the applicant's thought process and analyze behavioral and emotional patterns. Job candidates are asked to evaluate themselves through a series of structured questions.

Many employers find that these tests can help pinpoint important attributes, such as leadership, integrity, attendance, creativity and cooperation. These traits in turn are quite effective at predicting future job performance, which can help with employee selection. However, the accuracy of these predictions is directly related to the quality of the tests. Highly structured personality tests that are industry specific tend to offer a higher level of results than standardized personality tests.

While personality tests can help produce a number of valid inferences for different organizational outcomes, personality tests alone aren't as effective as simulations in identifying candidates who have the raw skills (e.g., data entry, keyboarding, or multitasking) needed to perform certain tasks essential for success on the job.

4. STRUCTURED INTERVIEWS

While there are a variety of different types of interviews, structured interviews have a higher degree of predictive power than other types of interviews. In a structured interview, the interviewer asks each prospective job candidate the exact same series of questions. The interviewer can elaborate if the candidate does not understand the question, but he cannot stray from the pre-determined set of questions. This type of pre-hire tool can help assess certain types of skills, such as communication skills, but this is only the case if a trained interviewer and highly-structured interview process is used. Otherwise, the results are very subjective, a factor that is not accurate at predicting job performance and not very useful in the employee selection process.

5. UNSTRUCTURED INTERVIEWS

On the other hand, unstructured interviews have no set format and no set of questions to ask each job candidate. Many managers like this format because it gives them the freedom to take the interview in any direction. They believe this allows them to better assess candidates in the employee selection process.

The truth is that this type of interview leads to inconsistent and subjective results. Even trained interviewers have a difficult time comparing job applicants and providing useful results for employee selection. In addition, it is not uncommon for the interviewer to miss asking vital questions during this type of

interview process, which makes it even more difficult to predict future job performance.

6. YEARS OF EXPERIENCE

Many companies don't just consider past experience a strong attribute in employee selection - they require it. Certainly, you want candidates that have the skills and tools necessary to perform the duties of the position – but do years of experience equate to a higher job performance?

Well, not always. In fact, sometime past work experience can have a negative effect. Employees who have clocked up a number of years on the job bring with them previous work experiences, both good and bad. They may also bring with them poor work habits and incorrect problem-solving strategies.

Work samples/simulation, cognitive ability/problem-solving tests, and personality/conscientiousness test all provide real value to the employment selection process, and when used properly these test can be a good indicator of future performance. FurstPerson research has shown these types of tests demonstrate significant workforce improvements, including:

- 15% - 60% reduction in early-life attrition
- 10% - 70% improvement in performance

While interviews do provide the opportunity for candidate engagement, due to the subjective nature of both structured and unstructured interviews, the predictive power of such tools is far more limited. Using a variety of pre-hire tools is a good strategy for increasing the defensibility of the pre-hire selection system as a whole.

Use multiple assessments

The popularity of pre-hire assessments is growing among companies that want more predictive accuracy in their hiring processes. The best of these tests go beyond screening past experience or education to measuring a candidate's aptitude, fit or potential in scientifically validated and reliable ways, adding more rigor to hiring decisions.

The data support the growing appeal of assessments. According to the Talent Board's *2016 Candidate Experience Research* report, 82 percent of companies are using some form of pre-employment assessment test, and how they use

assessments is evolving. Two types of popular screens are job simulations (54 percent of respondents are using these, according to the Talent Board study) and culture fit (51 percent using, a 22 percent increase from the Board's 2014 study.) While assessments once primarily were used for executive and mid-level leadership positions, today they're commonly used for hourly and entry-level jobs.

Many organizations are seeking more of a "whole person" gauge of candidates, experts say, assessing not just skills or intellectual horsepower but also personality traits, cultural fit and motivational drivers that can prove the difference between candidates who thrive over the long run and those who quickly derail.

"People can have all the skills and knowledge in the world, but if they aren't motivated to do the job or aren't the right personality fit for the work, they won't last," said Gayle Norton, director of talent strategy for assessment provider DeGarmo in Bloomington, Ill. She points to customer service roles as one example, where candidates might be technology-savvy, but if they don't possess the right personality profile for dealing with customers—exhibiting empathy, patience and resilience—they likely won't succeed or endure in the role.

Other vendors have seen growing interest in assessing the interpersonal or "soft" skills of those in roles where those competencies historically haven't had high priority.

"We've seen a rise in companies wanting to test the soft skills of information technology candidates, which usually has been a certification-only assessment of hard skills," said Mike Hudy, vice president of selection science at Shaker, an assessment provider in Cleveland.

One oft-overlooked criterion in evaluating assessments is versatility, said Eric Hanson, director of assessment and succession services at Development Dimensions International (DDI) in Pittsburgh. "Companies are changing faster than ever, which means that job roles are morphing or disappearing faster than ever."

Organizations pivoting to new business strategies or adopting new technologies need different types of skills and knowledge in the workforce, and assessments should be able to flex to account for those changes, he said.

"Tests should be versatile enough to be able to answer a different set of questions as to what roles candidates are best suited for."

Balancing Speed with Science

The arrival of a bevy of new vendors to the field and recruiters' push for shorter, more user-friendly assessments means buyers should ratchet up their scrutiny of the validity and reliability of tests, experts said. Many assessment vendors have shortened the length of their assessments, added features like gamification and made them mobile-accessible, acknowledging that top candidates can often view such tests as a barrier in the job application process.

"For tests to be truly predictive of individual performance and business outcomes, assessment providers need to have done their research," said David Solot, vice president of client services at assessment provider Caliper in Princeton, N.J. "It's not as simple as creating a short, mobile-friendly quiz where you've only done three or four validation studies with a few hundred people. Personality testing in particular is something that needs to be normed over time, where you collect a large enough amount of data to be able to say with confidence that certain personality traits predict certain performance."

Recruiters should evaluate assessments for how well they've proven to correlate with actual job skills and job performance over time. "Ensuring that companies are investing in the science is a critical differentiator between assessment programs now," said Steve Picarde Jr., president of assessment provider PI Midlantic in Annapolis, Md. "Technology is moving faster and faster, so recruiters have to make sure vendors invest in the science as well as in the software."

While many assessments continue to rely on multiple-choice questions, the emergence of new technologies has allowed vendors to introduce new methods in assessing candidates. Assessment provider HireVue, for example, uses artificial intelligence to extract thousands of new data points from candidates' video interviews.

"Recruiting teams can evaluate candidates based on words they choose, the intonation with which they use them, facial expressions and more," said Kevin Parker, CEO of HireVue. "In a 25-minute video interview recruiters can get in-depth information on how empathetic, customer centric or risk-averse candidates might be, for example, based on specific types of jobs they're applying for."

Shaker is another provider offering open-ended testing formats. A candidate might be asked to respond to a text message, for example, rather than answer multiple-choice questions. "Instead of just receiving choice B as an answer, you're getting several sentences on what a candidate thinks about a topic or how they respond to a certain situation," Hudy said.

Rise of Candidate-Friendly Assessments

As the move to more candidate-friendly job application processes has gained steam, assessment vendors have worked to create more applicant-friendly tests. Top providers understand the importance of moving desirable candidates quickly through the hiring funnel while preserving the validity and reliability of their tests.

Parker said while speed of hiring always has been important, it has taken on a new priority in many talent markets. "It's not a war for talent today but a race for talent," he said. "Speed and agility matter more than ever in landing top talent. The data shows that the best talent is off the market within 10 to 15 days for roles in many industries."

Many organizations continue to be plagued by high candidate drop-out rates during their application processes, and pre-hire assessments can contribute to the problem. "I was talking to a customer recently who said, 'We don't know we are getting top talent. We only know we're getting the talent that will take our assessment,' " Parker said. "They had a 50 percent applicant drop-out rate during the assessment phase because it was seen as cumbersome and a hurdle by applicants. Top candidates with multiple job options will turn their nose up at an onerous assessment."

HireVue's video interviews let candidates respond to questions on their terms without needing to synchronize schedules for a phone screen. The company says 60 percent of its video interviews take place outside of office hours.

"It's about prioritizing where you can get the most predictive bang for your buck in the short amount of time you have with candidates," Hudy said.

Leadership Assessments

Organizations using assessments for executive and middle-management positions also are increasingly looking to go beyond measuring competencies and experiences to getting a better read on candidates' personality traits and motivational drivers. When these candidates derail, it is often due to a lack of political skills, emotional intelligence or ethics, not technical skills, assessment experts say. Recent high-profile ethical breaches in the leadership ranks of companies like Wells Fargo and Volkswagen have corporate boards more attuned to these factors.

"When it comes to hiring senior-level people, we've seen more concern about how well a candidate fits a culture of ethical responsibility, transparency or diversity," Solot said. "So in a sense we're doing multiple matching not just for skill and knowledge but [also] for what the candidate's values are, what matters to them and how they align to a profile of the ideal corporate citizen."

Hanson of DDI has witnessed a similar trend. "Companies and boards of directors want to know up front the things that could potentially derail an executive candidate in a role that will often be bigger, more complex and more ambiguous than many of them have ever had before," he said.

AI Comes to Testing

Assessment vendors also are introducing artificial intelligence [AI] to their operations in new and innovative ways. One such use is in the scoring of answers to unstructured questions on tests. Scoring of closed, multiple choice responses is straightforward, but it's more difficult to score nonconventional data like a candidate's free-form response to a text message.

"Machine learning makes this more advanced form of scoring more efficient and practical," Hudy said. "It would take humans far too long to score that kind of data in high-volume hiring situations."

Caliper uses AI as a supplement to human judgment about candidates.

"Candidate recommendations used to be done by humans alone, but now we get advised by different machine learning algorithms as well," Solot said. "The algorithms can tell us, for example, that given certain test results of a candidate, this is the likelihood of their success based on past performance of similar individuals in the same industry."

Don't Forget the Legal Factor

Assessments must abide by equal employment opportunity laws to avoid any discrimination or adverse impact on candidates. "It might sound good to measure someone in a particular area, but if you can't demonstrate the skill or competency being measured is required for the job, you're opening yourself up to legal and ethical challenges," Solot said.

Use multiple assessors.

Multiple assessor has to be used in order to avoid suspicions on malpractice in an organisation.

Train Assessors

Assessors must be trained in order to maintain the confidence, capacity and capability of the candidates to be selected.

Systematic Recording

Records management is “responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records”.

It can also further be explained as the procedure for **systematic recording**, analysis and critical examination of existing or proposed method of doing **work** for the purpose of development and application of easier and more effective method.

Report

A document containing information organized in a narrative, graphic, or tabular form, prepared on ad hoc, periodic, recurring, regular, or as required basis. Reports may refer to specific periods, events, occurrences, or subjects, and may be communicated or presented in oral or written form.

Validated Decision

A methodology for the validation and verification of decision making rules is presented. The methodology addresses the general problem of detecting problematic cases in a set of rules expressed as statements in formal logic. This representation of the decision rules makes the problem general in terms of application domains, and also provides an analytical base for defining errors. The approach is based on viewing a rule base as an organization of information that flows from one process (rule) to another. The key step in the methodology is the transformation of the set of decision rules into an equivalent Petri net. The static and dynamic properties of the resulting Petri net are shown to reveal patterns of structures that correspond to the problematic cases. The techniques presented in this paper are based on theory and are supported by software tools.

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