

HUMAN RESOURCE MANAGEMENT

RECRUITMENT AND SELECTION

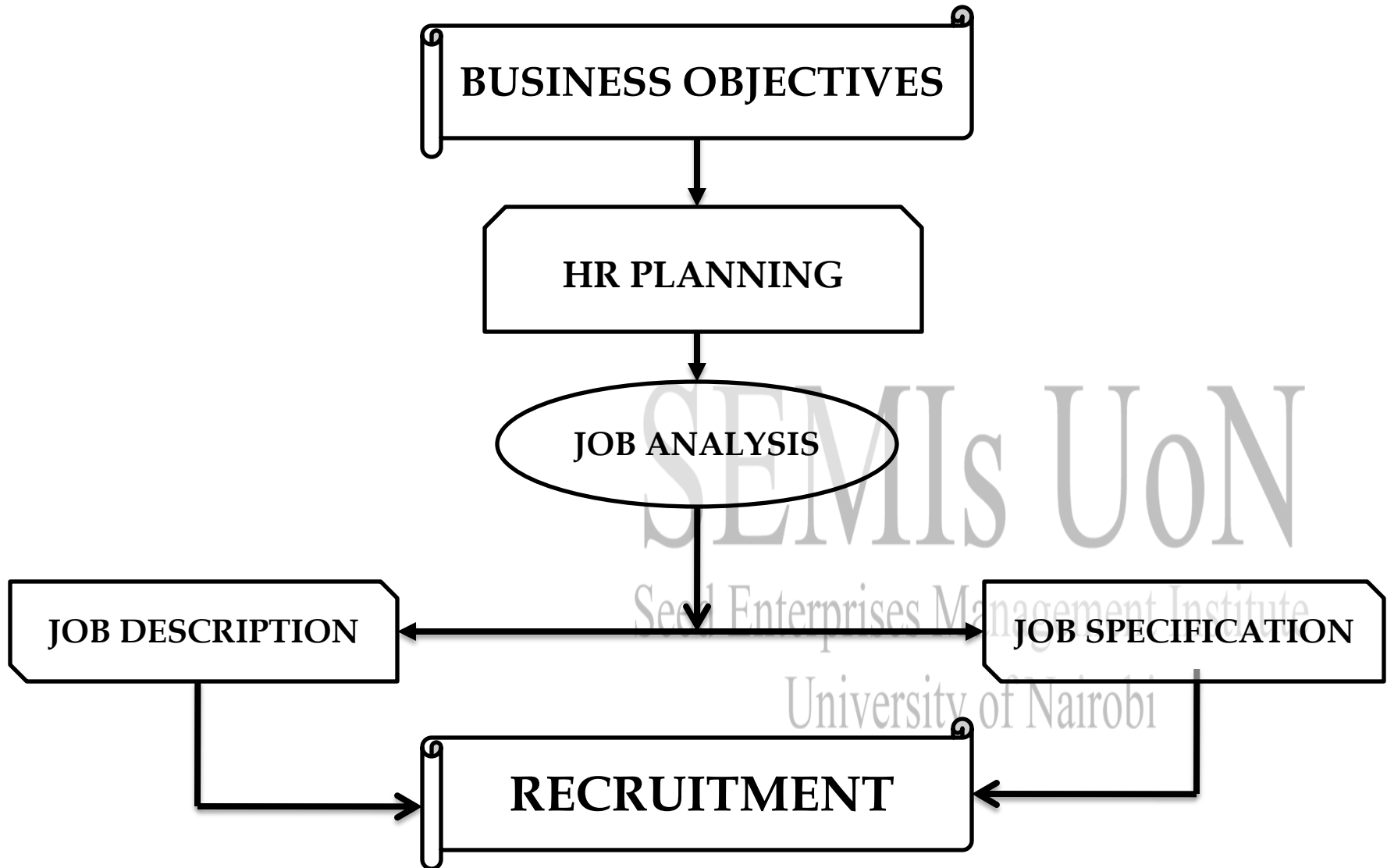
SEEMIS UoN
Seed Enterprises Management Institute

University of Nairobi

AFTER STUDYING THIS CHAPTER YOU SHOULD BE ABLE TO:

- Understand and Differentiate between strategic recruitment and selection.
- Identify the dual goals of recruiting.
- Comprehend recruitment process from organizational as well as individual perspective.
- Identify what strategic decisions are involved in recruiting.
- Explain the major recruitment methods and analyze their advantages and disadvantages.
- Identify the basic selection criteria.
- Design and administer an effective selection process.
- Evaluate the three methods e.g., information gathering, tests and interviewing used in employee selection.
- Appreciate varied contemporary interviewing techniques used by interviewers.
- Design interview form and evaluation matrix.

HUMAN RESOURCE MANAGEMENT



RECRUITMENT

The Process of generating a pool of qualified candidates for a particular job.

OR



The Process of discovering potential candidates.

RECRUITMENT GOALS

1

Attract the Qualified Applicants.

2

Encourage Unqualified Applicants to self-select themselves out.

RECRUITMENT IS A TWO WAY STREET



SEMIS UON
Management Institute
University of Nairobi

RECRUITMENT PROCESS

ORGANIZATION

Vacant or New position occurs

Generate candidate pool via internal or external recruitment methods

Evaluate Candidates via Selection process

Impress Candidates

Make Offer

CANDIDATE

Receive Education and choose Occupation

Acquire Employment Experience

Search for Job Openings

Apply for jobs

Impress Company during Selection process

Evaluate Jobs and Companies

Accept or Reject Job Offers

STRATEGIC RECRUITING DECISIONS

HR PLANNING DECISIONS

- How Many Employees Needed
- When Needed
- KSAs Needed
- Special Qualifications

STRATEGIC RECRUITING DECISIONS

- Where to Recruit: Internal/External
- Who to Recruit: Flexible Staffing Options
- Nature of Job Requirements

DECISIONS ON RECRUITING SOURCES/METHODS

- Advertising Choices
- Recruiting Activities

STRATEGIC RECRUITING DECISIONS

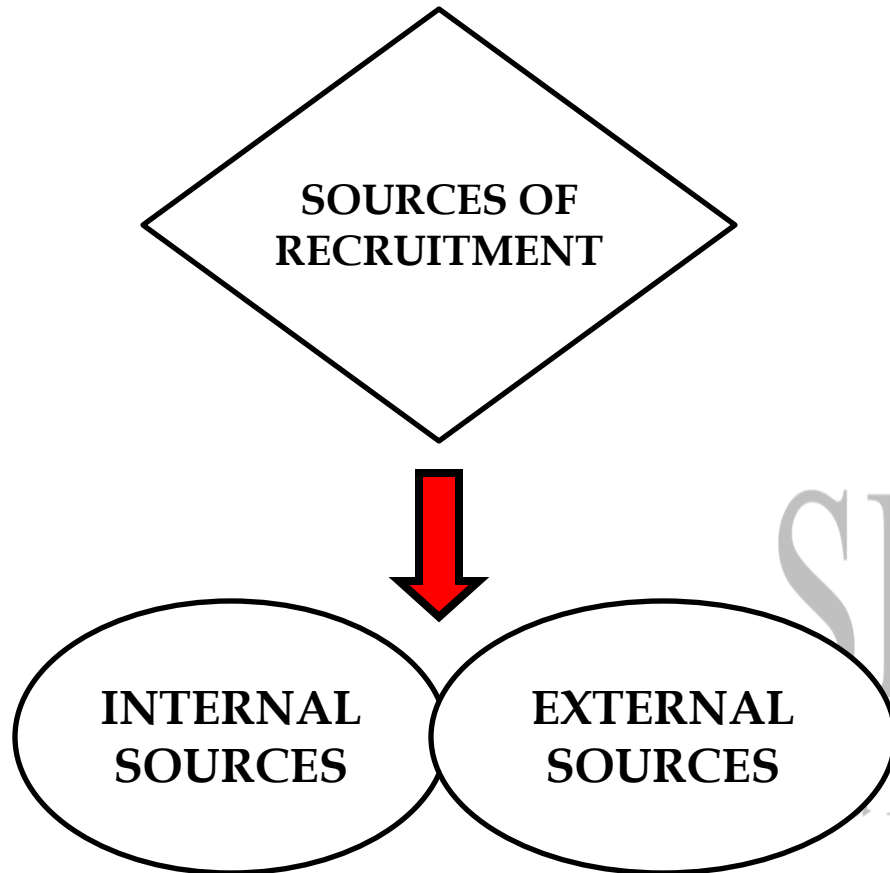
FLEXIBLE STAFFING	DESCRIPTIONS
1. REGULAR EMPLOYMENT	Regular employment consists of continuous, predictable, and scheduled employment of six months' duration or longer. Regular employment may be full time or part time.
2. FULL-TIME OR PART-TIME	Full-time employment consists of a regular schedule of 37.5 hours per week. Part-time employment consists of a regular schedule of less than 37.5 hours per week.
3. INDEPENDENT CONTRACTORS	Perform specific services on a contract basis used in a number of areas, including building maintenance, security, and advertising/public relations.
4. PROFESSIONAL EMPLOYER ORGANIZATIONS AND EMPLOYEE LEASING	An employer signs an agreement with an employee leasing company, after which the existing staff is hired by the leasing firm and leased back to the company. For a fee, a small business owner turns his or her staff over to the leasing company, which then writes the paychecks, pays the taxes, prepares and implements HR policies, and keeps all the required records.

STRATEGIC RECRUITING DECISIONS Cont . . .

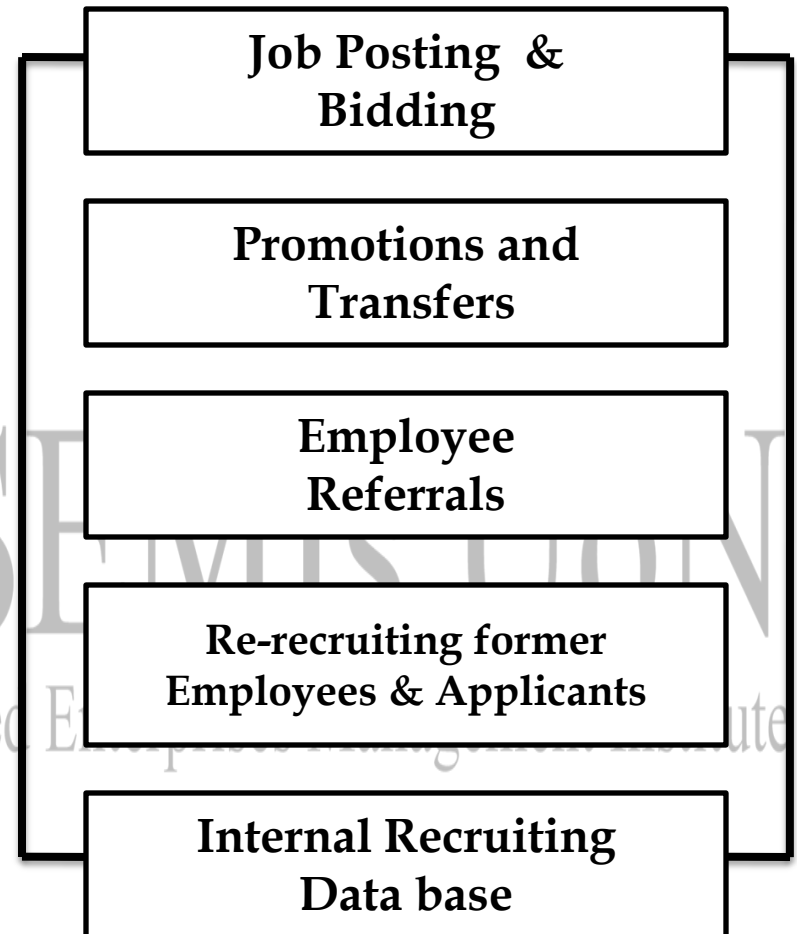
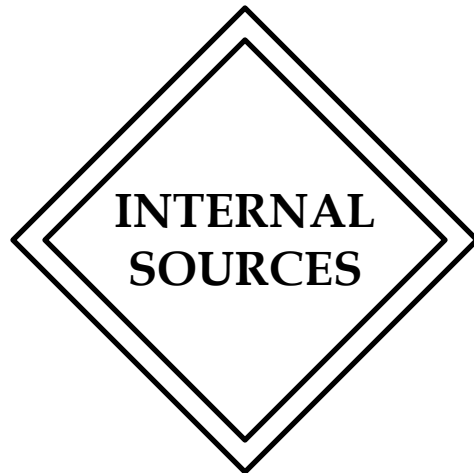
5. TEMPORARY WORKERS	This is based on “try before you buy” approach . Employers who use temporary employees can hire their own temporary staff or use agencies supplying temporary workers. Such firms supply workers on a rate-per-day or per-week basis.
6. SEASONAL EMPLOYEES	Seasonal employees are hired to work on a part-time basis by companies that need extra help during a particular season, typically the Christmas season or crops harvesting.

Seed Enterprises Management Institute
University of Nairobi

SOURCES OF RECRUITMENT



SOURCES OF RECRUITMENT

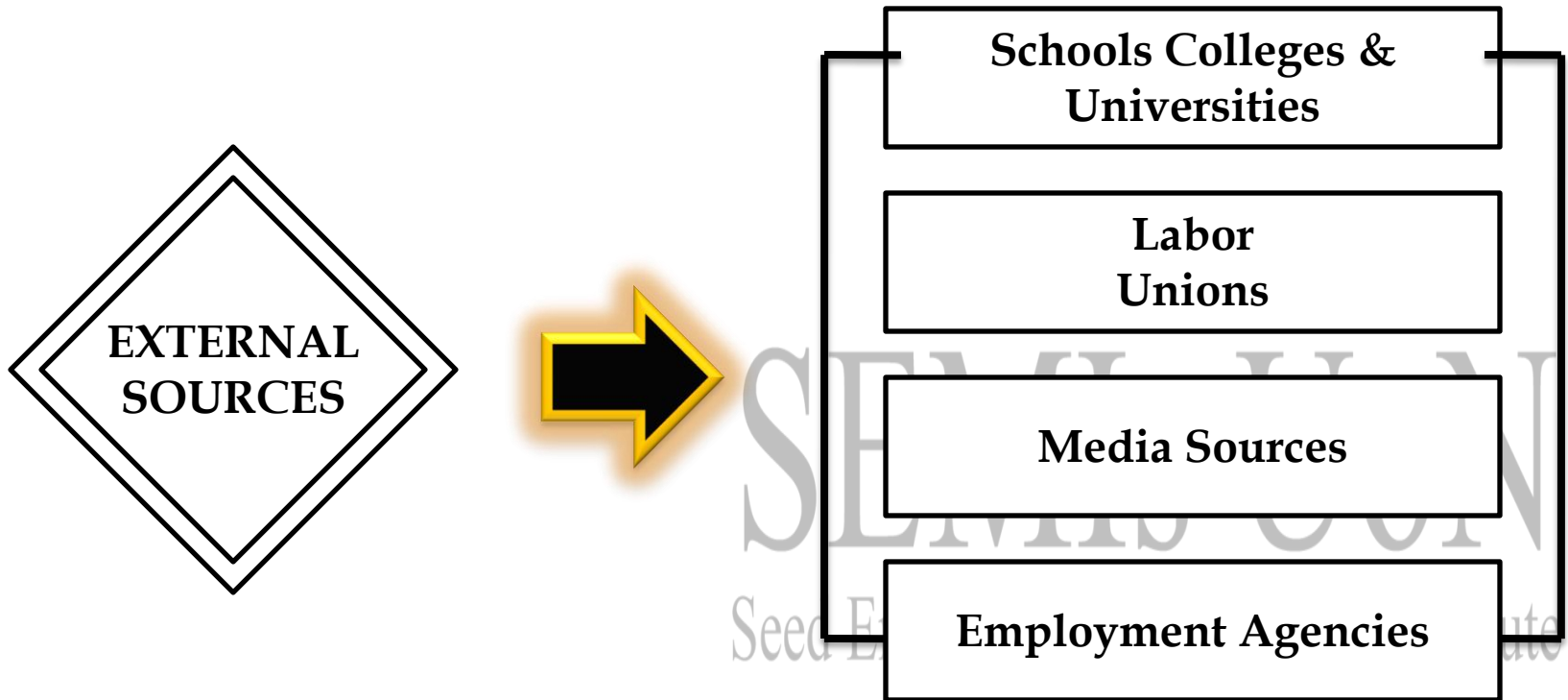


SOURCES OF RECRUITMENT Cont . . .

INTERNAL SOURCES

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none">➤ Morale of Promotee➤ Better assessment of abilities➤ Lower cost for some jobs➤ Motivator for good performance➤ Causes a succession of promotions➤ Have to hire only at entry level	<ul style="list-style-type: none">➤ Inbreeding➤ Possible morale problems of those not promoted➤ “Political” infighting for promotions➤ Need for management-Development program

SOURCES OF RECRUITMENT Cont . . .



Seed Bank

University of Nairobi

SOURCES OF RECRUITMENT Cont . . .

EXTERNAL SOURCES

ADVANTAGES

- New “blood” brings new perspectives
- Cheaper and faster than training
- Professionals
- No group of political supporters in company
- Organization already
- May bring new industry insights

DISADVANTAGES

- May not select someone who will “fit” the job or organization
- May cause morale problems for internal
- Candidates not selected
- Longer “adjustment” or orientation time

INTERNET RECRUITING METHODS

INTERNET RECRUITING METHODS

1. Job Boards

2. Employer Web Sites



monster®



INXPO®
Virtual Events. Real Results.

careerbuilder.com™



SECOND
LIFE®

YAHOO! hotjobs®



Manpower®

INTERNET RECRUITING METHODS Cont . . .

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none">➤ Cost savings➤ Time savings➤ Expanded pool of applicants	<ul style="list-style-type: none">➤ More unqualified applicants➤ Additional work for HR staff members➤ Many applicants are not seriously seeking employment➤ Access limited or unavailable to some applicants

RECRUITING EVALUATION

Quantity of Applicants

As the goal of a good recruitment program is to generate a large pool of applicants from which to choose, quantity is a natural place to begin evaluation

Yield Ratio

A comparison of the number of applicants at one stage of the recruiting process to the number at the next stage.

Quality of Applicants

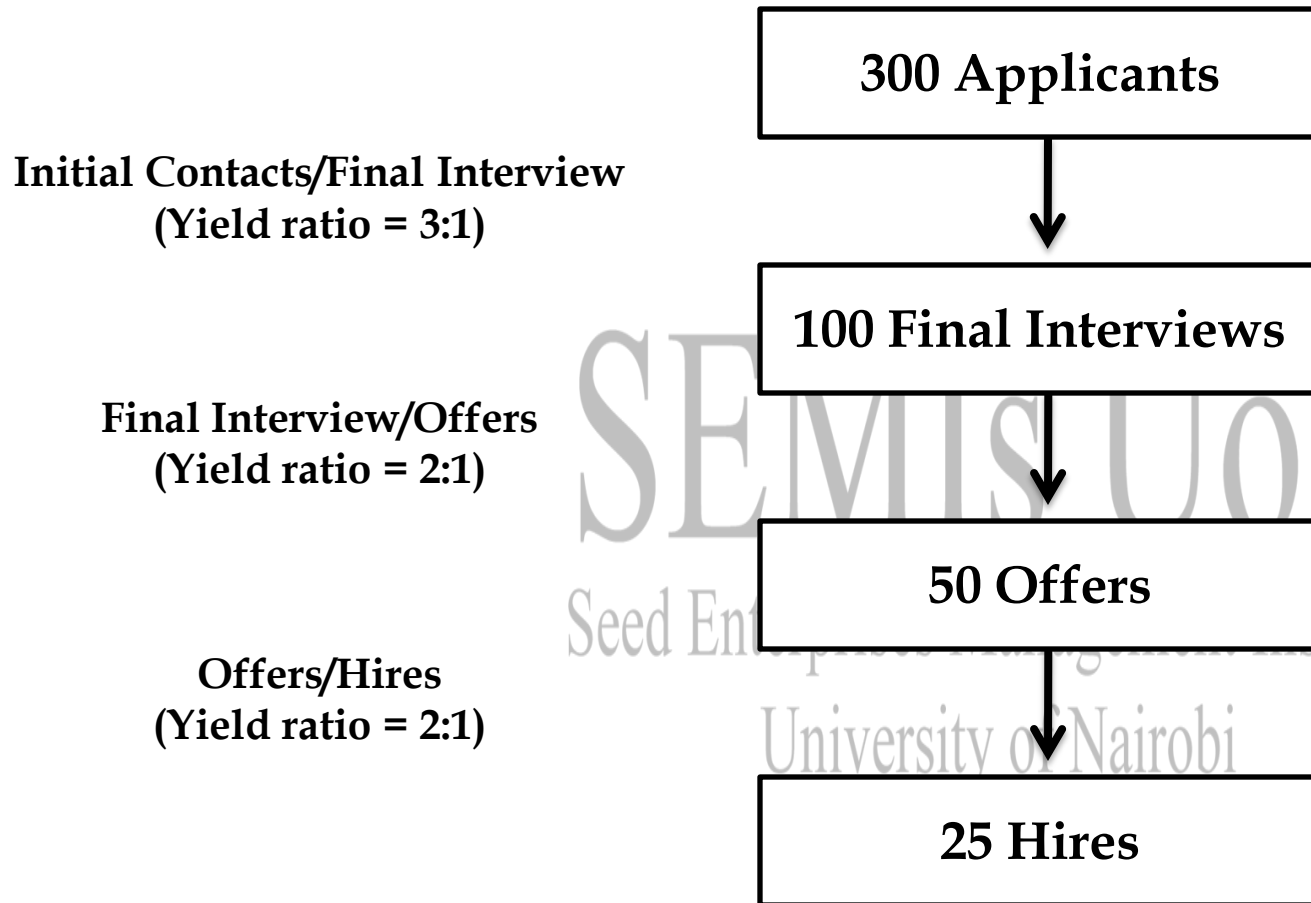
In addition to quantity, the issue arises as to whether or not the qualifications of the applicant pool are sufficient to fill the job openings. Do the applicants meet job specification and do they perform the jobs well after hire?

Evaluating Recruiting Costs and Benefits

In a cost/benefit analysis to evaluate recruiting efforts, costs may include both direct costs (advertising, recruiters' salaries, travel, agency fees, telephone) and the indirect costs (involvement of operating managers, public relations, image).

RECRUITING EVALUATION Cont . . .

Using Yield Ratios to Determine Needed Applicants:



CONSTRAINTS ON RECRUITMENT

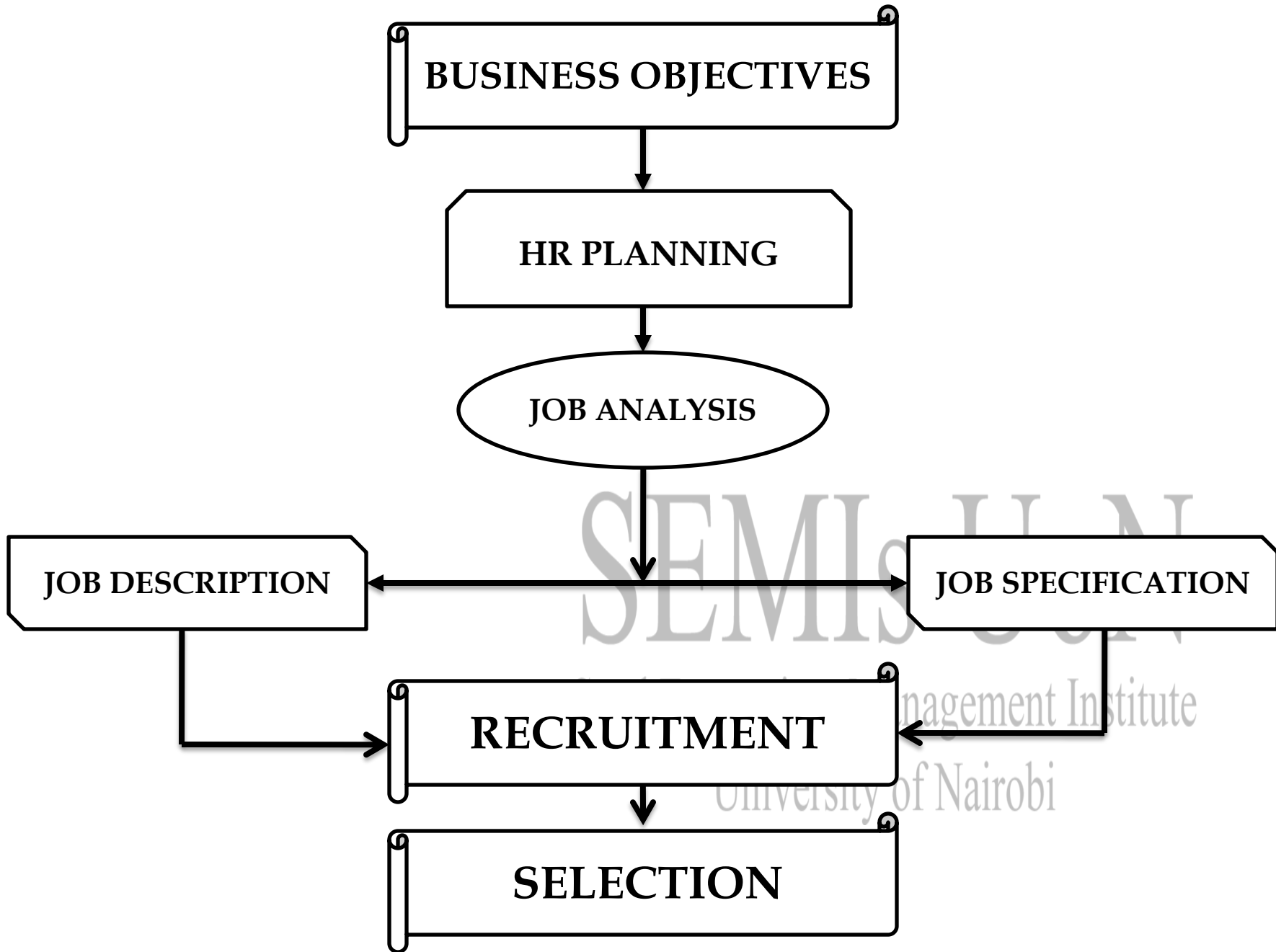
Image of the
Company

Attractiveness of
Job

Internal
Organizational Policy

Recruitment Cost





SELECTION

1

- The Process of making a “Hire” or “No Hire” decision regarding each applicant for a job.



Or

2

- Selection is the process of choosing qualified individuals who are available to fill the positions in organization.



BASIC SELECTION CRITERIA

**BASIC
SELECTION
CRITERIA**

Formal Education

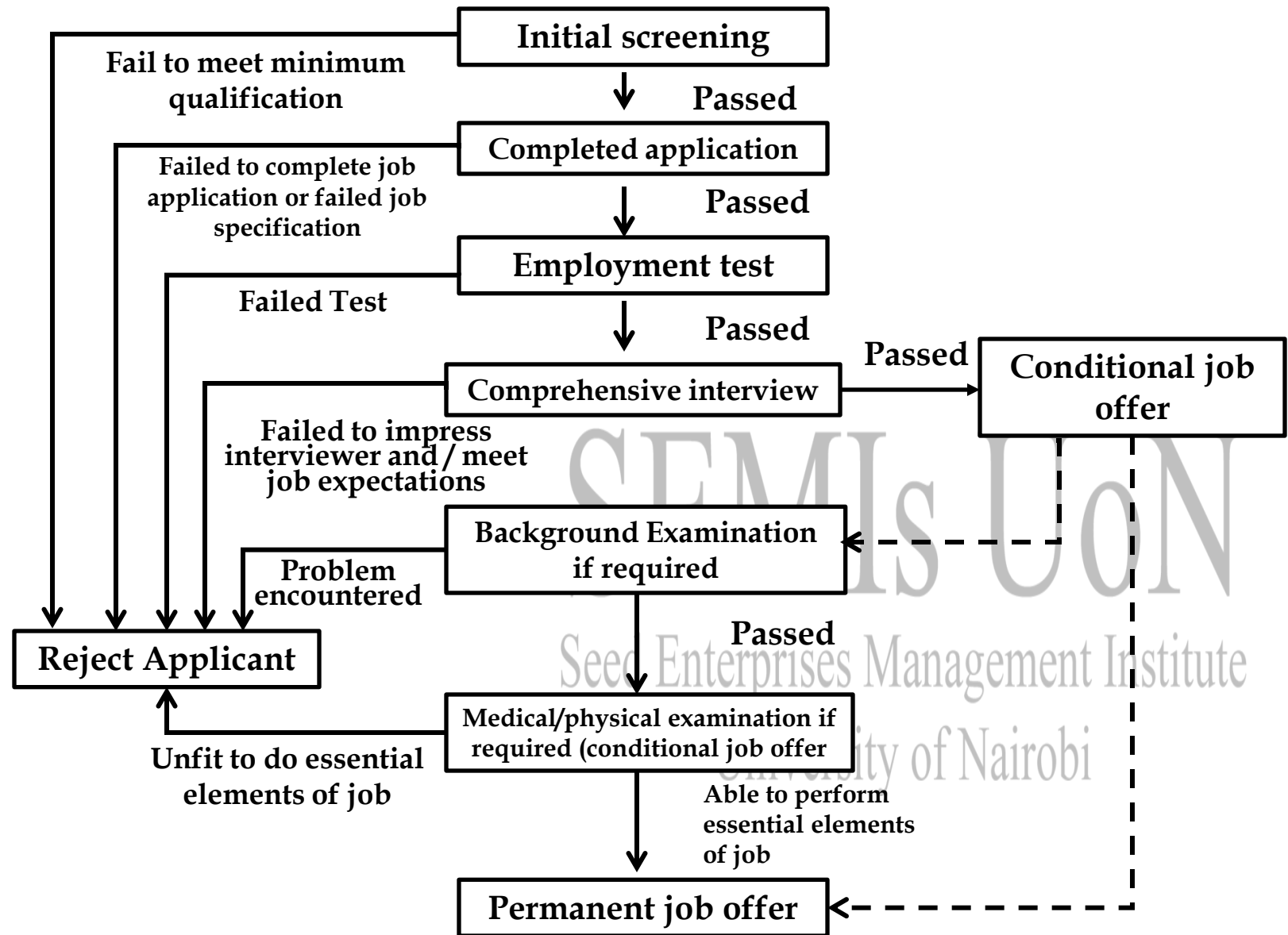
Experience and Past Performance

Physical Characteristics

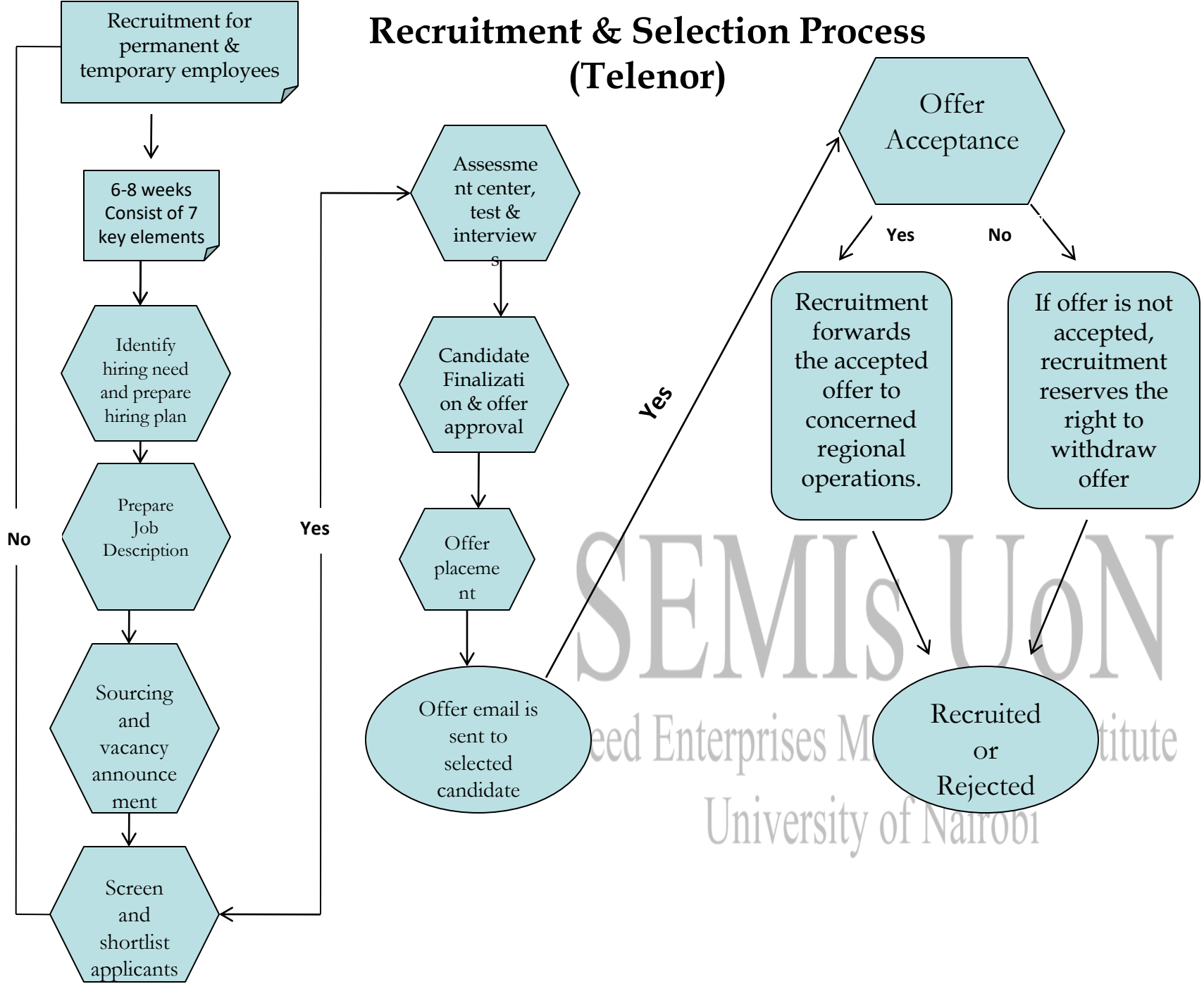
Personality Characteristics

Seed Enterprises Management Institute
University of Nairobi

SELECTION PROCESS



Recruitment & Selection Process (Telenor)



SEMISUON

Lead Enterprises M... Institute

University of Nairobi

SELECTION METHODS

The Three most Common Methods used are:

1. Testing

2. Gathering Information

3. Interviewing

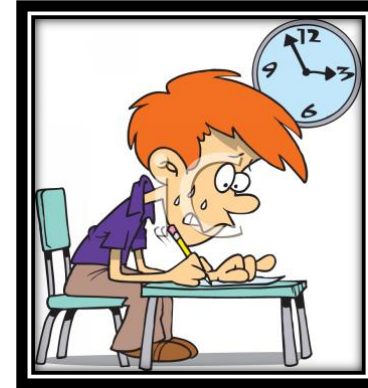
Management Institute

University of Nairobi

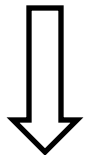
SELECTION METHODS Cont ...

1. TESTING

Tests measure knowledge, skill, and ability, as well as other characteristics, such as personality traits.



TESTING TYPES



**Cognitive
Ability Test**

**Personality
Test**

**Physical
Ability Test**

**Integrity
Test**

Drug Test

**Work
Sample
Testing**

SELECTION METHODS Cont . . .

1. Cognitive Ability Testing

It measures the learning, understanding, and ability to solve problems. e.g. Intelligence Tests.

2. Physical Ability Testing

It assesses muscular strength, cardiovascular endurance, and coordination.

TESTING
TYPES



3. Personality Testing

It measures the patterns of thought, emotion, and behavior. e.g. Myers Briggs

Management Institute
of Nairobi

SELECTION METHODS Cont . . .

4. Integrity Testing

It is designed to assess the likelihood that applicants will be dishonest or engage in illegal activity.

TESTING
TYPES



6. Drug Testing

Normally requires applicants to provide required sample that is tested for illegal substances.

5. Work Sample Testing

Measures performance on some element of the job.

SELECTION METHODS Cont . . .

TEST SAMPLE

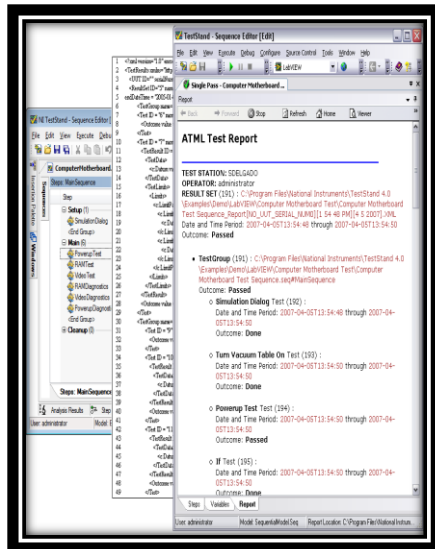


Table 6.3

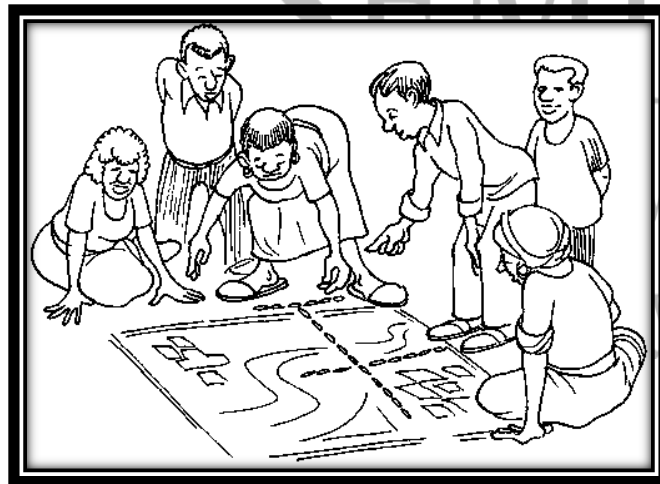
Wonderlic Personnel Test Sample Questions

- Which of the following is the earliest date?
A) Jan 16, 1898 B) Feb. 21, 1889 C) Feb. 2, 1898 D) Jan. 7, 1898 E) Jan. 30, 1889
- LOW is to HIGH as EASY is to ____?
J) SUCCESSFUL K) PURE L) TALL M) INTERESTING N) DIFFICULT
- What is the next number in the series? 29 41 53 65 77 ____?
J) 75 K) 88 L) 89 M) 98 N) 99
- One word below appears in color. What is OPPOSITE of that word?
She gave a **complex** answer to the question and we all agreed with her.
A) long B) better C) simple D) wrong E) kind
- Jose's monthly parking fee for April was \$150; for May it was \$10 more than April; and for June \$40 more than May. His average monthly parking fee was ____? for these 3 months.
J) \$66 K) \$160 L) \$166 M) \$170 N) \$200
- If the first two statements are true, is the final statement true?
Sandra is responsible for ordering all office supplies.
Notebooks are office supplies.
Sandra is responsible for ordering notebooks.
A) yes B) no C) uncertain
- Which THREE of the following words have similar meanings?
A) observable B) manifest C) hypothetical D) indefinite E) theoretical
- Last year, 12 out of 600 employees at a service organization were rewarded for their excellence in customer service, which was ____? of the employees.
J) 1% K) 2% L) 3% M) 4% N) 6%

Correct Answers: 1. E, 2. N, 3. L, 4. C, 5. M, 6. A, 7. CDE, 8. K

2. INFORMATION GATHERING:

Common methods for gathering information include application forms and résumés, biographical data, and reference checking.



SELECTION METHODS Cont . . .

Application Forms and Résumés



- Generally ask for information such as address and phone number, education, work experience, and special training.
- At the professional-level, similar information is generally presented in résumés.

Biographical Data



- Historical events that have shaped a person's behavior and identity.

Reference Checking



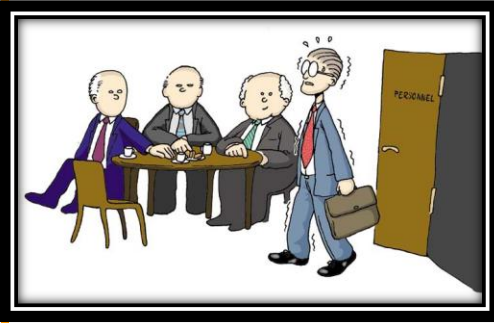
- Involves contacting an applicant's previous employers, teachers, or friends to learn more about the applicant
- Issues with reference checking

Seed Enterprises Management Institute

University of Nairobi

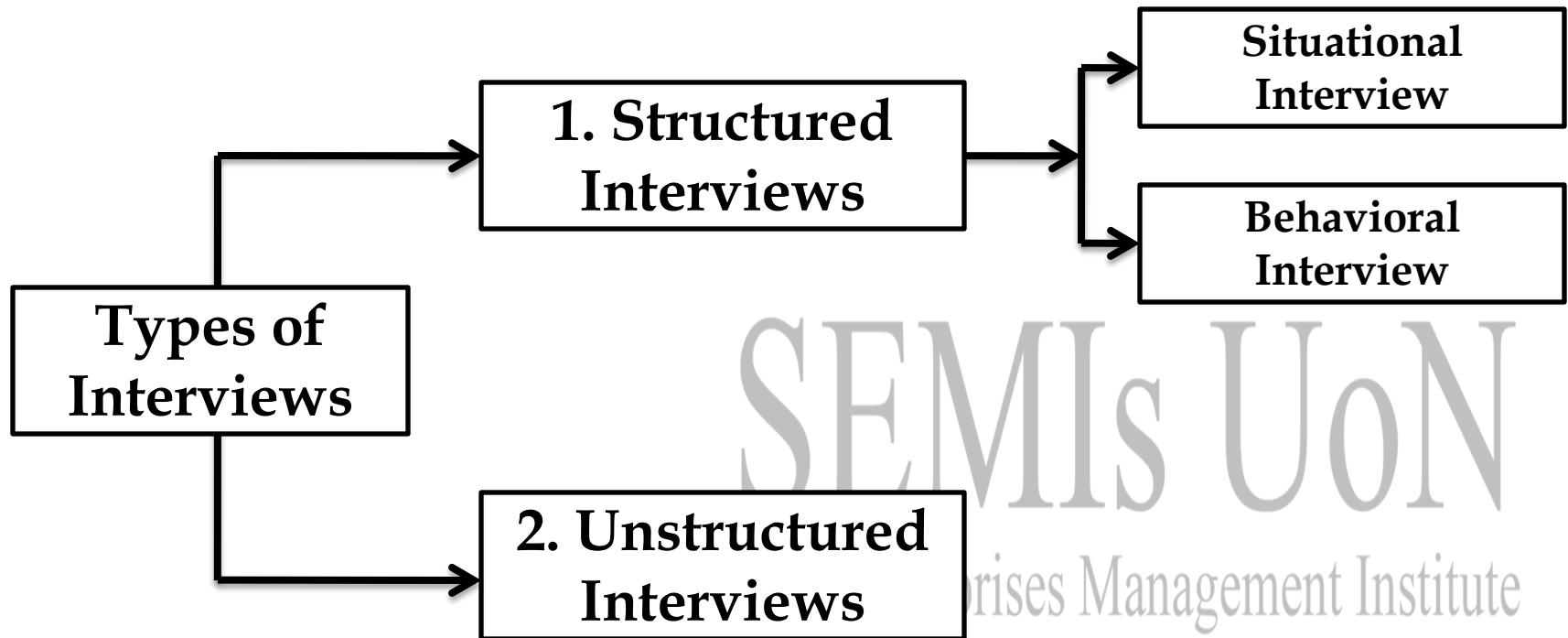
SELECTION METHODS Cont . . .

3. INTERVIEWS:



- The interview is the most frequently used selection method.
- Interviewing occurs when applicants respond to questions posed by a manager or some other organizational representative (interviewer).
- Typical areas in which questions are posed include education, experience, knowledge of job procedures, mental ability, personality, communication ability, social skills.

SELECTION METHODS Cont . . .



SELECTION METHODS Cont . . .

1. Structured Interviews

Uses a list of predetermined questions. All applicants are asked the same set questions. There are two types of structured interviews.

SITUATIONAL INTERVIEW

- In which the interviewer asks questions about what the applicant would do in a hypothetical situation

BEHAVIORAL INTERVIEW

- In which the questions focus on the applicant's behavior in past situations.

2. Unstructured Interviews

Interviews-open ended questions are used such as "Tell me about yourself"

- This allows the interviewer to probe and pose different sets of questions to different applicants.

SELECTION METHODS Cont . . .

CREATING STRUCTURED INTERVIEW QUESTIONS

Step 1: Determine What to Measure

- Use job analysis results to determine needed knowledge, skills, & abilities
- Think about characteristics that separate top performers from the rest
- Focus on attributes that are critical for success across jobs in the organization



Step 2: Write Questions

- Meet as a group with other people who will conduct interviews
- Create behavioral and situational questions that measure attributes from Step 1
- Be sure that all questions are appropriate and legal



Step 3: Plan Evaluation for Each Question

- Write typical examples of good, average, and poor responses to each question
- Assign numerical point scores to the typical answers
- Make sure that everyone who will interview agrees on the evaluations

SELECTION METHODS Cont . . .

Table 6.5

Types of Employment Interview Question

	Format	Example Question	Possible Response
Behavioral Questions	Asks the applicant to describe actions in a particular past situation.	It is often necessary to work together in a group to accomplish a task. Please tell me about the most recent experience you had working as part of a group.	<p><i>Poor Response:</i> Lost of conflict. The other members were ineffective.</p> <p><i>Average Response:</i> I did all the work myself.</p> <p><i>Superior Response:</i> We worked together. I helped involve everyone.</p>
Situational Questions	Puts the applicant in a particular situation and then asks for a description of behavior.	A customer comes into a store where you work to pick up a watch he left for repair. The repair was supposed to have been completed a week ago, but the watch is not yet back from the repair shop. The customer is very angry. How would you handle this situation?	<p><i>Poor Response:</i> Tell him he should check back later.</p> <p><i>Average Response:</i> Apologize and tell him I will call him later.</p> <p><i>Superior Response:</i> Listen, put him at ease, call the repair shop while he waits.</p>

**INTERVIEW
QUESTION**

University of Nairobi

SELECTION METHODS Cont . . .

INTERVIEW EVALUATION FORM

- Kohinoor Mills Ltd.
- Wateen Telecom
- Fauz



SEMI'S UoN
Seed Enterprises M
Universit



SELECTION METHODS Cont . . .

KOHINOOR MILLS LTD.

Department of Human Resources
 P.O. Box 100, Sector 14, Gurgaon, Haryana
 India

UNIT No. 101/102, Express, 20/10
 Faridkot, Gurgaon, Haryana
 India

Eligibility Verification

Please read instructions carefully before completing this form. This information needs to be provided during completion of this form.

ANTI-DISCRIMINATION NOTICE: It is illegal to discriminate against race, religion, ethnicity, gender, age, marital status, sexual orientation, or other characteristics. Kohinoor Mills Limited is an equal opportunity employer. The Federal Government is an equal opportunity employer. Kohinoor Mills Limited is an equal opportunity employer.

Section 1: Candidate Information and Verification. To be completed and signed by applicant. To be completed and signed by Employer.

Applicant Name and Surname: _____ Age: _____ Sex: _____ Date of Birth: _____
 Address: _____
 City: _____ State: _____ Zip Code: _____
 Telephone: _____

Section 2: Employer Review and Verification. To be completed and signed by Employer. To be completed and signed by Applicant.

Applicant Name and Surname: _____ Age: _____ Sex: _____ Date of Birth: _____
 Address: _____
 City: _____ State: _____ Zip Code: _____
 Telephone: _____

Section 3: Ranking and Recommendation. To be completed and signed by Employer.

Applicant Name: _____
 Rank: _____
 Recommendation: _____

KOHINOOR MILLS LIMITED INTERVIEW RATING FORM

Name: _____

Position Applied for: _____

Description	Outstanding	Good	Average	Below average	Poor	Remarks
APPEARANCE/ MANNERISM	8	6	4	2	0	
SPEECH/COMMUNICATION	8	6	4	2	0	
REASONING AND JUDGEMENT	8	6	4	2	0	
EDUCATION	12	9	6	3	0	
JOB KNOWLEDGE	12	9	6	3	0	
EXPERIENCE IN WORK APPLIED FOR	12	9	6	3	0	
GENERAL KNOWLEDGE	8	6	4	2	0	
I.Q.	8	6	4	2	0	
POSE AND MATURITY	8	6	4	2	0	
PERSONALITY ATTITUDES AND SOCIAL ADJUSTMENT	8	6	4	2	0	
POTENTIAL	8	6	4	2	0	
TOTAL MARKS (MAX.100)						

STRENGTHS FOR THIS JOB:

WEAKNESSES FOR THIS JOB:

GENERAL COMMENTS:

RECOMMENDATIONS: OFFER REJECT

FOR WHAT AREA (S) IS APPLICANT BEST SUITED:

DATE: 9/4/2001 INTERVIEWER: _____

SELECTION METHODS Cont . . .

FAUZ

APPENDIX – Hazard Assessment Checklist

Hazard	Assessment Factors	Control measures
Site	Overhead powerlines	• trained staff • safe working distances • appropriate equipment
	Underground services Whichever & pedestrian traffic	• accurate detection • signs etc • adequate staff
	Adjacent buildings Terrain & access	• safe working distances • appropriate equipment
Weather	Rain, wind snow, ice, sun	• UV protection • modify work practices to suit conditions
Tree	Hanging branches, included bark, epicormic shoots, fungal brackets, cavities, cracks or splits, bees or wasps, termites, previously split or torn branches, root damage, stability, wood reaction	• through inspection • appropriate equipment • trained staff
	Equipment	Ropes • DML, not overloaded • ropes checked for wear and tear Harness • checked for wear and tear and damage to stitching and D-rings Pole Belts • clips, webbing in good working order Saws • chainrakes in working order • appropriate size for the job • trained operators • correct chain tensioning & sharpening Safety equipment (see PPE, signs, watches hats, first aid kits) • adequate number • appropriately positioned
Machinery	Cranes and EPVs	• designed, used and maintained to appropriate standards • licensed operators • in good order
	Wood Choppers	• trained staff • appropriate size for the job • safety signs • strong knives • suitable guards
	Stump Grinders & Root Pruners	• sharp blades/teeth • trained staff • appropriate guards • safety signs
Staff	Training	• adequate training
	Numbers	• enough people on the site
	Job Allocation	• planning

Interview Assessment Form (Management Staff)



Document Level	II
Document Number	FR-HR-004
Document Version	I
Effective Date	July 01, 2009

Job Title (applied for): _____

Name of Candidate: _____ Qualification: _____ Experience: _____

Please rate 1 – 5 (1= Inadequate, 2= Requires Development, 3= Meets Job Requirement, 4= Exceeds Job Requirement, 5= Exceptional)

	1	2	3	4	5
Education, Training And Professional Qualifications: Consider formal education, major fields of study, specialization training received for the relevant position, results/grades archived.					
Technical Competence: Consider knowledge, understanding the technical expertise of candidate as it relates to the requirements of the position					
Intellect Level: Comprehension level, sharpness, mental alertness and speed in answering, clarity of thoughts					
Work Experience: Consider similar job duties, similar working environment, same degree of supervisory and management responsibility					
Appearance, Manner And Personality: Consider general appearance, speech, nervous mannerisms, self-confidence, aggressiveness, poise, composure, overall presentation, maturity					
Supervisory And Leadership Qualities/Potential: Consider previous supervisory/leadership experience, degree of assertiveness, confidence level, acceptance of authority and responsibility, ability to motivate others					
Attitude, Stability And Maturity: Consider friction with former supervisors, peer relationships, reasons for leaving jobs, frequency of job changes; consider sense of responsibility, attitude towards work and towards family					
Inter-Personal And Communication Skills: Consider liking for and ability to get along with people; ability to maintain pleasant inter-relationships with supervisors, peers and subordinates, ability to communicate ideas and thoughts in a clear, concise and organized manner					
Attention And Motivation: Consider clarity of future goals and direction, aspiration for success, drive, energy level					
Problem Solving Skills And Analytical Reasoning Ability: Consider articulation and organization of information, thoughts and ideas during interview; mental alertness, keenness of mind, grasp of complex ideas, problem-solving ability					
TOTAL SCORE:/50					

RECOMMENDATIONS

RECOMMENDED NOT RECOMMENDED

Interviewer
(Signature & Date)

General Comments:

Name: _____

Designation: _____

FOR HR USE ONLY

Remuneration Package:

Present Salary (Rs.): _____ Expected Salary (Rs.): _____ Agreed Salary (Rs.): _____

Other Benefits: _____

SELECTED NOT SELECTED HOLD MAY BE RE – CONSIDERED

If Selected ⇨ Internal Designation: _____ Grade: _____

Permanent Probation Period: _____ Date of Joining: _____

Contract Contract Period: _____ Gross Salary (Rs.): _____

Trainee Training Period: _____ Location: _____

Remarks: _____

Head Human Resources

Date: _____

SELECTION METHODS Cont . . .

COMMON INTERVIEWING MISTAKES

Snap Judgments

Negative Emphasis

Halo Effect

Horn Effect

Biases

Cultural Noise

SELECTION
Seed Enterprise
Management Institute
University of Nairobi

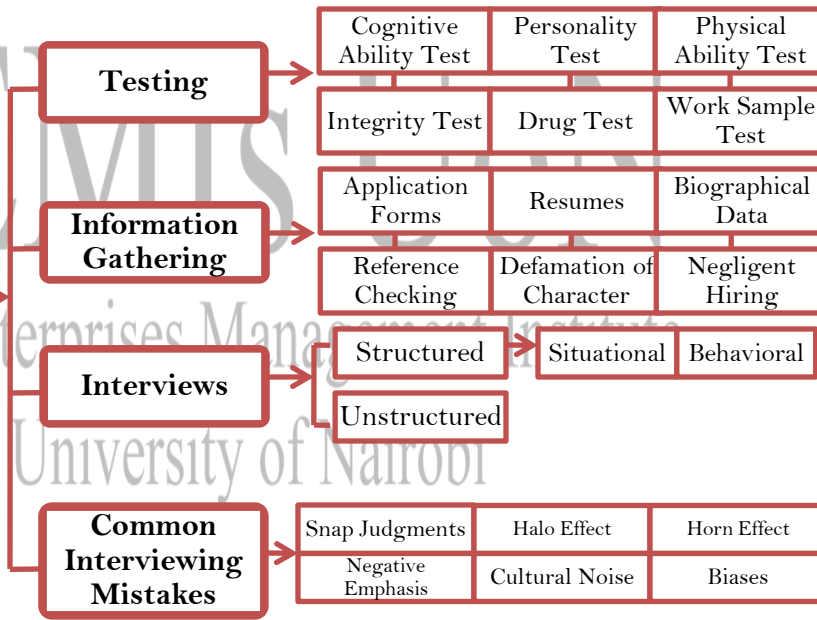
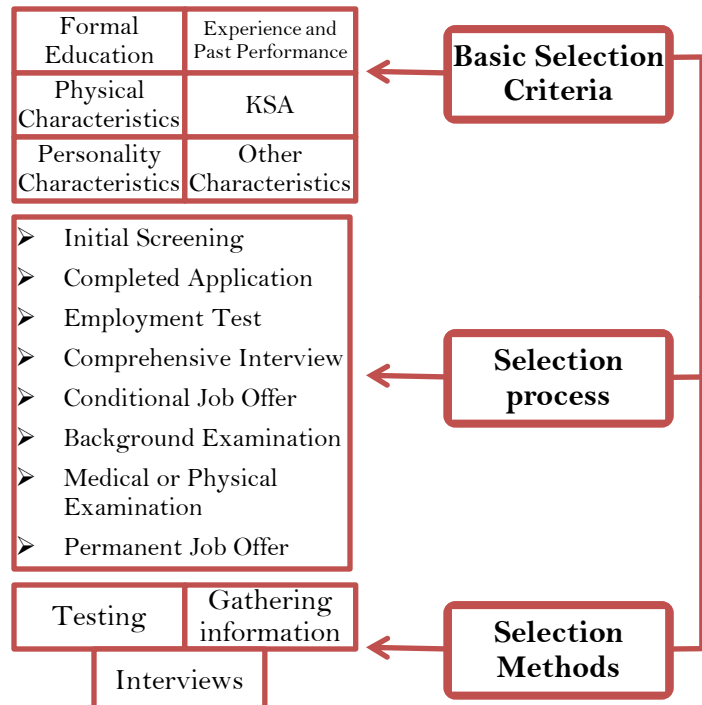
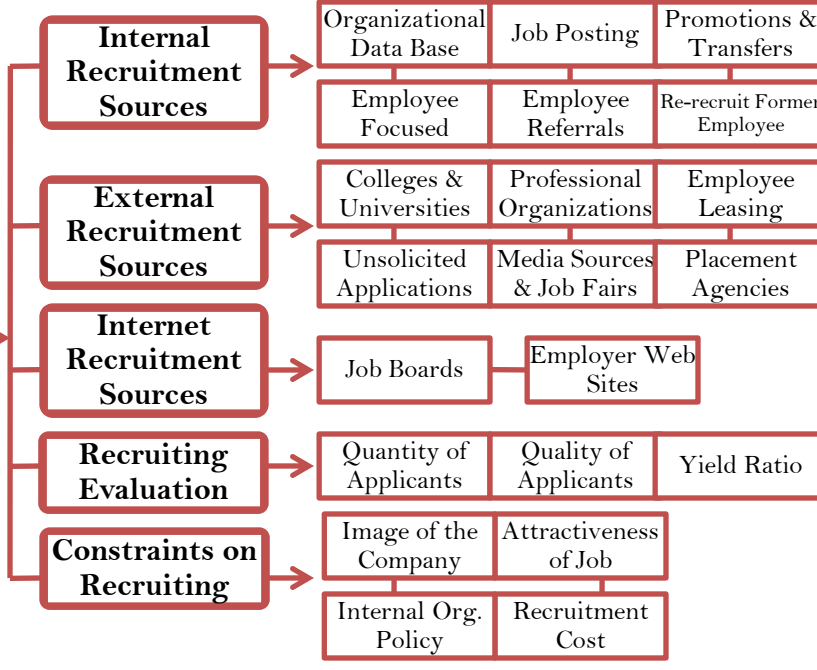
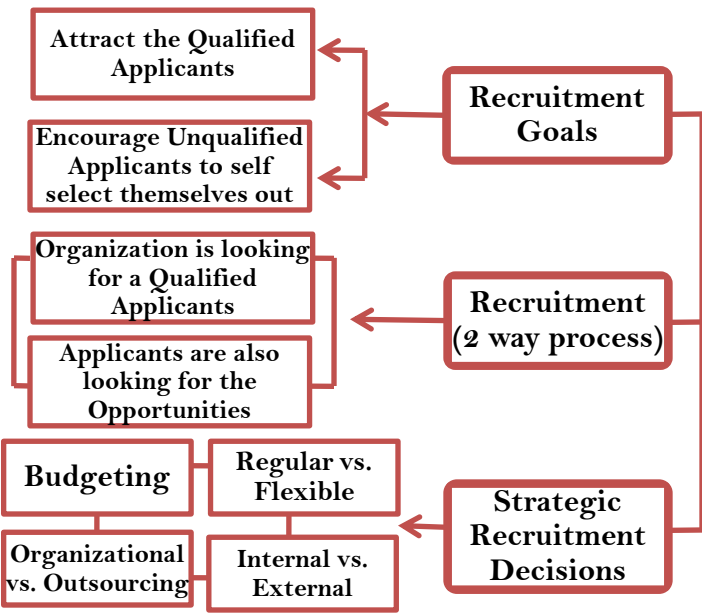
CHAPTER : 3

RECRUITMENT

RECRUITMENT & SELECTION

SELECTION

Management Quality Circle



THOUGHT OF THE DAY

“If an HR person is trying to choose people for an organization, knowing their values is very important-if they are not consistent with the organization’s values they are not likely to stay very long.”

Professor, Roger Collins.

Seed Enterprises Management

University of Nairobi

