HUMAN RESOURCE MANAGEMENT

RECRUITMENT AND SELECTION
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

BUSINESS OBJECTIVES

HR PLANNING

JOB ANALYSIS

JOB DESCRIPTION

RECRUITMENT

JOB SPECIFICATION
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

Organization is Looking for a Qualified Applicants

RECRUITMENT

Applicants are Looking for the Potential Emplacement Opportunities
**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
<table>
<thead>
<tr>
<th>FLEXIBLE STAFFING</th>
<th>DESCRIPTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. REGULAR EMPLOYMENT</td>
<td>Regular employment consists of continuous, predictable, and scheduled employment of six months' duration or longer. Regular employment may be full time or part time.</td>
</tr>
<tr>
<td>2. FULL-TIME OR PART-TIME</td>
<td>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.</td>
</tr>
<tr>
<td>3. INDEPENDENT CONTRACTORS</td>
<td>Perform specific services on a contract basis used in a number of areas, including building maintenance, security, and advertising/public relations.</td>
</tr>
<tr>
<td>4. PROFESSIONAL EMPLOYER ORGANIZATIONS AND EMPLOYEE LEASING</td>
<td>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.</td>
</tr>
</tbody>
</table>
### 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.
SOURCES OF RECRUITMENT

INTERNAL SOURCES

EXTERNAL SOURCES
INTERNAL SOURCES

- Job Posting & Bidding
- Promotions and Transfers
- Employee Referrals
- Re-recruiting former Employees & Applicants
- Internal Recruiting Data base
## INTERNAL SOURCES

<table>
<thead>
<tr>
<th>ADVANTAGES</th>
<th>DISADVANTAGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morale of Promotee</td>
<td>Inbreeding</td>
</tr>
<tr>
<td>Better assessment of abilities</td>
<td>Possible morale problems of those not promoted</td>
</tr>
<tr>
<td>Lower cost for some jobs</td>
<td>“Political” infighting for promotions</td>
</tr>
<tr>
<td>Motivator for good performance</td>
<td>Need for management- Development program</td>
</tr>
<tr>
<td>Causes a succession of promotions</td>
<td></td>
</tr>
</tbody>
</table>
SOURCES OF RECRUITMENT Cont...

EXTERNAL SOURCES

Schools Colleges & Universities

Labor Unions

Media Sources

Employment Agencies
## SOURCES OF RECRUITMENT Cont . . .

### EXTERNAL SOURCES

<table>
<thead>
<tr>
<th>ADVANTAGES</th>
<th>DISADVANTAGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ New “blood” brings new perspectives</td>
<td>➢ May not select someone who will “fit” the job or organization</td>
</tr>
<tr>
<td>➢ Cheaper and faster than training</td>
<td>➢ May cause morale problems for internal</td>
</tr>
<tr>
<td>➢ Professionals</td>
<td>➢ Candidates not selected</td>
</tr>
<tr>
<td>➢ No group of political supporters in company</td>
<td>➢ Longer “adjustment” or orientation time</td>
</tr>
<tr>
<td>➢ Organization already</td>
<td></td>
</tr>
<tr>
<td>➢ May bring new industry insights</td>
<td></td>
</tr>
</tbody>
</table>

---

**Source:** University of Nairobi, Seed Enterprise Management Institute.
INTERNET RECRUITING METHODS

1. Job Boards
2. Employer Web Sites
<table>
<thead>
<tr>
<th>ADVANTAGES</th>
<th>DISADVANTAGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Cost savings</td>
<td>➢ More unqualified applicants</td>
</tr>
<tr>
<td>➢ Time savings</td>
<td>➢ Additional work for HR staff members</td>
</tr>
<tr>
<td>➢ Expanded pool of applicants</td>
<td>➢ Many applicants are not seriously seeking employment</td>
</tr>
<tr>
<td></td>
<td>➢ Access limited or unavailable to some applicants</td>
</tr>
</tbody>
</table>
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).
Using Yield Ratios to Determine Needed Applicants:

- Initial Contacts/Final Interview (Yield ratio = 3:1)
- Final Interview/Offers (Yield ratio = 2:1)
- Offers/Hires (Yield ratio = 2:1)

```
300 Applicants → 100 Final Interviews → 50 Offers → 25 Hires
```
CONSTRAINTS ON RECRUITMENT

- Image of the Company
- Attractiveness of Job
- Internal Organizational Policy
- Recruitment Cost
The Process of making a “Hire” or “No Hire” decision regarding each applicant for a job.

Or

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

Formal Education
Experience and Past Performance
Physical Characteristics
Personality Characteristics
SELECTION PROCESS

1. Initial screening
   - Passed
2. Completed application
   - Passed
3. Employment test
   - Passed
4. Comprehensive interview
   - Passed
5. Background Examination if required
   - Passed
6. Medical/physical examination if required (conditional job offer)
   - Able to perform essential elements of job
   - Permanent job offer
7. Reject Applicant
   - Fail to meet minimum qualification
   - Failed to complete job application or failed job specification
8. Failed Test
   - Failed to impress interviewer and meet job expectations
   - Problem encountered
   - Unfit to do essential elements of job

Conditional job offer
Recruitment for permanent & temporary employees

6-8 weeks Consist of 7 key elements

- Identify hiring need and prepare hiring plan
- Prepare Job Description
- Sourcing and vacancy announcement
- Screen and shortlist applicants

Recruitment & Selection Process (Telenor)

Offer Acceptance

Yes

Candidate Finalization & offer approval

Yes

Assessment center, test & interview

Offer placement

Offer email is sent to selected candidate

Recruited or Rejected

Yes

Recruitment forwards the accepted offer to concerned regional operations.

If offer is not accepted, recruitment reserves the right to withdraw offer
SELECTION METHODS

The Three most Common Methods used are:

1. Testing
2. Gathering Information
3. Interviewing
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.

TESTING TYPES

2. Physical Ability Testing
   It assesses muscular strength, cardiovascular endurance, and coordination.

3. Personality Testing
   It measures the patterns of thought, emotion, and behavior. e.g. Myers Briggs
4. Integrity Testing

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

5. Work Sample Testing

Measures performance on some element of the job.

6. Drug Testing

Normally requires applicants to provide required sample that is tested for illegal substances.
Table 6.3: Wonderlic Personnel Test Sample Questions

1. Which of the following is the earliest date?

2. LOW is to HIGH as EASY is to _____?
   J) SUCCESSFUL  K) PURE  L) TALL  M) INTERESTING  N) DIFFICULT

3. What is the next number in the series?  29  41  53  65  77  _____?
   J) 75  K) 88  L) 89  M) 98  N) 99

4. 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

5. 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

6. 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

7. Which THREE of the following words have similar meanings?
   A) observable  B) manifest  C) hypothetical  D) indefinite  E) theoretical

8. 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%

2. INFORMATION GATHERING:

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

- 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.

Application Forms and Résumés

Biographical Data

Reference Checking

- Historical events that have shaped a person’s behavior and identity.
- Involves contacting an applicant’s previous employers, teachers, or friends to learn more about the applicant. Issues with reference checking.
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...

Types of Interviews

1. Structured Interviews
   - Situational Interview
   - Behavioral Interview

2. Unstructured Interviews
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.
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
<table>
<thead>
<tr>
<th>Format</th>
<th>Example Question</th>
<th>Possible Response</th>
</tr>
</thead>
</table>
| Behavioral Questions          | 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. | *Poor Response:* Lost of conflict. The other members were ineffective.  
*Average Response:* I did all the work myself.  
*Superior Response:* We worked together. I helped involve everyone. |
| Situational Questions         | 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? | *Poor Response:* Tell him he should check back later.  
*Average Response:* Apologize and tell him I will call him later.  
*Superior Response:* Listen, put him at ease, call the repair shop while he waits. |
INTERVIEW EVALUATION FORM

- Kohinoor Mills Ltd.
- Wateen Telecom
- Fauz
KOHINOOR MILLS LTD.

KOHINOOR MILLS LIMITED
INTERVIEW RATING FORM

Name:
Position Applied for:

<table>
<thead>
<tr>
<th>Description</th>
<th>Outstanding</th>
<th>Good</th>
<th>Average</th>
<th>Below average</th>
<th>Poor</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>APPEARANCE/MANNERS</td>
<td>6</td>
<td>0</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>SPEECH/COMMUNICATION</td>
<td>6</td>
<td>6</td>
<td>4</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>REASONING AND JUDGEMENT</td>
<td>8</td>
<td>6</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>EDUCATION</td>
<td>12</td>
<td>9</td>
<td>6</td>
<td>3</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>JOB KNOWLEDGE</td>
<td>12</td>
<td>9</td>
<td>6</td>
<td>3</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>EXPERIENCE IN WORK APPLIED FOR</td>
<td>12</td>
<td>9</td>
<td>6</td>
<td>3</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>GENERAL KNOWLEDGE</td>
<td>8</td>
<td>6</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>IQ</td>
<td>8</td>
<td>6</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>PERSONALITY, ATTITUDES, AND SOCIAL ADJUSTMENT</td>
<td>8</td>
<td>6</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>POTENTIAL</td>
<td>8</td>
<td>6</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>TOTAL MARKS (MAX 100)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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:
### INTERVIEW EVALUATION FORM

<table>
<thead>
<tr>
<th>CANDIDATE NAME</th>
<th>NAME OF INTERVIEWER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>POSITION</th>
<th>DESIGN OF INTERVIEWER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>POSITION GRADE</th>
<th>DATE OF INTERVIEW</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>POSITION BASED AT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

1. or writing of each factor should be reflected by placing a number from 1 to 10, with 1 the lowest and 10 being the highest.

**WORK COMPETENCE:** Consider knowledge, understanding and technical expertise of candidates as it relates to the requirements of the position.

Comments:

**EDUCATIONAL EXPERIENCE:** Relevant Educational Training and Experience specifying relevant degrees and trainings attended.

Comments:

**MANNER, ATTITUDE AND OVERALL PERSONALITY:** Consider general appearance, speech, nervous mannerism, self-confidence, aggressiveness, poise, composure over all presentation, maturity etc.

Comments:

**SPEAKING AND COMMUNICATION SKILLS:** Consider ability to communicate clear ideas and thoughts. Ability to interact with team as a Team Member.

Comments:

**PROBLEM SOLVING SKILLS AND ANALYTICAL ABILITY:** Consider articulation, and organization of information, thoughts and ideas and structure approach. Comfort level with computers and Mathematical skills.

Comments:

**SUPERVISORY AND LEADERSHIP QUALITIES/POTENTIAL:** Consider previous supervisory/leadership experience, degree of assertiveness, confidence level, acceptance of willing and responsibility, ability to motivate others.

Comments:

**OVERALL RATING OF THE CANDIDATE:** Consider all the facts you have learned about the applicant, how suitably he/she matches the job requirements and how well he/she can fit into our organization.

RECOMMENDATION [ ] HIRE [ ] DO NOT HIRE [ ] SHORT LIST [ ] FURTHER INTERVIEW
SELECTION METHODS Cont...

COMMON INTERVIEWING MISTAKES

- Snap Judgments
- Halo Effect
- Biases
- Negative Emphasis
- Horn Effect
- Cultural Noise
“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.