



# RECRUITMENT & SELECTION

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# MEANING OF RECRUITMENT

- According to Edwin Flippo: “Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organisation “
- Recruitment is the activity that links the employers and the job seekers

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## OTHER DEFINITIONS

- A process of finding and attracting capable applicants for employment
  - process begins when new recruits are sought and end when their applications are submitted.
  - The result is a pool of applicant form which new employees are selected

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## OTHER DEFINITION CONT..

- It is a process to discover sources of manpower to meet the requirement of staffing schedule and to employ effective measures of attracting that manpower in adequate numbers to facilitate effective selection of an efficient workforce.

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## OTHER DEFINITIONS CONT...

- Recruitment is the first step in filling a vacancy.  
Includes:
  - Examine the vacancy
  - Considering the source of suitable candidates
  - Making contacts with the candidates
  - Attracting applications from them

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## OTHER DEFINITIONS CONT...

- Recruitment is the function preceding the selection which helps create a pool of prospective employees for the organization so that the management can select the right candidates from this pool ( to expedite the selection process

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# RECRUITMENT NEEDS

- Are of three types
  - **Planned** – arising from changes in organizational structure, policy of retirement etc
  - **Anticipated** – movement in personnel which an organisation can predict by studying trends in internal and external environment
  - **Unexpected** – resignation, death, accident, illness



# PURPOSE AND IMPORTANCE OF EFFECTIVE RECRUITMENT

- The increasing unemployment means that the labour market is large, hence the need to ensure that you attract the right candidates for the jobs
- High turnover for some occupations are another problem for recruiting
- Finding the right inducements for attracting and hiring employees can be a problem also

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## PURPOSE

- Attract and encourage more and more candidates to apply in the organisation
- Create a talent pool of candidates to enable the selection of the best candidates for the organisation
- Determine present and future requirements of the organisation in conjunction with its personnel planning and job analysis activities as

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- Minimize unwarranted cost of selection
- Help increase the success rate of selection process by decreasing the number visibly under qualified or overqualified job applicants
- Help reduce probability that job applicants once recruited and selected will leave the organization only after a short period of time
- Meet the organisation legal and social obligation regarding composition of workforce



- Increase organization and individual effectiveness of various recruitment techniques and sources for all types of applicants

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# RECRUITMENT PROCESS

- Identifying the vacancy : - post to be filled, number of persons, duties to be performed, qualifications required
- Preparing the JD and JS
- Locating and developing the sources of required number and type of employees
- Short listing

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# FACTORS AFFECTING RECRUITMENT

- Internal factors
  - Recruitment policy
  - HR planning
  - Size of the firm
  - Cost of recruitment
  - Growth and expansion

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# FACTORS AFFECTING RECRUITMENT

- External factors
  - Supply and demand
  - Labour market
  - Image/goodwill
  - Political-social-legal environment
  - Unemployment rates
  - Competitors

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# SOURCES OF RECRUITMENT: INTERNAL AND EXTERNAL

- Internal:
- seeks to fill positions from among the rank of those currently employed
- Best suitable in succession planning – the process of ensuring a suitable supply of successors for current and future senior or key jobs

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- Advantages:
- 1. It is less costly than external recruiting
- 2. Organisations have a better knowledge of internal applicants skills and abilities than that which can be acquired of candidates in an external recruiting effort

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- 3. Through performance appraisal and other sources of information about current personnel, decision makers typically will have much more extensive knowledge on internal candidates and thus make more valid selection decisions
- 4. An organisation policy of promotion from within can enhance organizational commitment and job satisfaction, leading to lower employee turnover and productivity
- 5. Best used for succession planning



- Disadvantages:
- 1. If the organisation has decided to change its business strategy, entrenched managers are problem not the best “change masters” since the internal recruitment approach simply propagate the old way of doing things
- 2. Complaints of unit poaching good employees from another unit
- 3. Politics have a greater impact on internal recruitment. Personal biased decisions towards specific candidates not necessarily based on performance or job requirements



- 4. Employees who apply for jobs and do not get them may become discontented,; telling unsuccessful applicants why they were rejected and what remedial action might take to be more successful in future is thus crucial
- 5. Although many times managers post job opening and interviews to all candidates, the manager often knows ahead of time exactly whom he or she wants to hire . Requiring the person to interview a stream of unsuspecting candidates can be a waste of time for all concerned

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- 6. Groups are sometimes not as satisfied when their new boss is appointed from within their own ranks as when he/she is a newcomer. It may be difficult for the insider to shake off the reputation of being “one of the gang”
- 7. Inbreeding is another potential drawback. When all managers come up through the ranks, they may have a tendency to maintain the status quo, when a new direction is what is required. Balancing the benefit of morale and loyalty with the possible inbreeding problem can be a challenge



# SOURCES OF INTERNAL RECRUITMENT

- **Job posting/advertising**
- The most efficient way to do it is to have a job-posting system where announcement for positions is made available to all employees through newsletters, bulletin boards and so on.
- When properly done, job posting can substantially improve quality of job placement that are made within the organisations
- **Personnel records**
- Another way is to examine personnel records which may reveal employees who are working in job below their education or skill levels, or/and have potential for further training or who already have the right background for the opening



# EXTERNAL RECRUITMENT

- Can be important when:
  - A firm cannot get all the employees they need from the current staff
  - When the firm wants to inject a new perspective into running the organisation

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# EXTERNAL SOURCES

- External sources
  - Advertising
  - Colleges
  - Agencies
  - Agency Search and Selection
  - Head Hunting
  - Open Evening
  - Referrals and walk –ins
  - Recruitment on the internet

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# ADVERTISING

- For this to be successful the firm must address two issues:
- The advertising media
- The advert construction

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## ADVERTISING MEDIA

- The selection to the media depends on the positions which the firm is recruiting for
- Local newspapers – for blue collar jobs and jobs whose labour is in plenty supply
- Specialized jobs will be adverted in trade and professional journals like the economists , etc
- Jobs with an international focus will be advertised in international dailies or magazines



# CONSTRUCTING AN AD

- Should have the following four point guide (AIDA):
  - Attention – must attract attention to the Ad or readers may just miss it or ignore it
  - Interest – you can create interest by the nature of the job itself, or with lines such as “will thrive on challenging work”, or use other aspects such as location
  - Desire – by spotlighting the job interest factors with words such as *travel* or *challenge*
  - Action - Make sure the ad prompts action with statements such as “call today”



- Should contain the following information:
  - Job content ( primary task and responsibilities)
  - A realistic description of the work conditions
  - The location of the job
  - The compensation including fringe benefits
  - Job specification (e.g. education and experience)
  - To whom one should apply



## EMPLOYMENT AGENCIES

- Agencies that charge employees or employers for the placement services
- Major functions:
- To increase the pool of possible applicants and to do preliminary screening

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# WHY TURN TO EMPLOYMENT AGENCIES

- Your firm doesn't have its own HR department and is not geared to doing recruitment and screening
- Your firm has found it difficult in the past to generate a pool of qualified applicants
- You must fill a particular opening quickly
- You want to reach currently employed individual who might feel more comfortable dealing with agencies than with competing companies
- You want to cut down on time you are devoting to interviewing



# EXECUTIVE RECRUITERS (HEADHUNTERS)

- Are special employment agencies retained by employers to seek out top management talent for their clients
- Usually for crucial executive and technical positions
- Executive recruiters are becoming more and more specialized to recruit for specific functions or industries

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- advantages
- The recruiters may have many contacts and are especially experts and skilled at contacting qualified, currently employed candidates who aren't actively looking for a change in jobs
- They can also keep the firm's name confidential until late into the search processes
- The recruiters save top management's time of advertising and screening



- Pitfalls  
as an employer, you must explain completely what sort of candidate is required and why,
- Some recruiters are also sales people than professionals – they may be more interested in persuading you to hire a candidate than finding one who will really do the job
- Recruiters also claim that what their clients say they want is often not accurate, therefore be prepared for some in-depth dissecting of your request.





# GUIDELINES FOR CHOOSING RECRUITERS

- Make sure the firm is capable of conducting a thorough search. Make sure they are professional and will not approach the executive talent of a former client for a vacancy with a new client.
- Meet the individual who will actually handle your assignment. Ensure that the person has the ability to seek out the best candidate and sell them to your firm

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- Ask how much the search firm charges – 25 – 30% of the guaranteed annual income from the position is appropriate plus some retainer fee
- Choose a recruiter you can trust with privileged information
- Talk to some of the firms clients for reference check

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## COLLEGE RECRUITING

- Sending an employers representative to college campuses to prescreen applicants and create an applicant pool from that college graduating class is an important source of management trainees, promotable candidates, and professional and technical employees

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- Problems with on campus recruiting:
- Its expensive and time consuming – schedules must be set well in advance, company brochures printed, record of interview kept, and much time spent on campus
- Some recruiters are ineffective and/or show little interest in the candidates and act as superiors

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# REFERRALS AND WALK-INS

- The firm posts announcements of openings and request for referral's in its bulleting and on its wall boards and intranet.
- Pros:
- Current employees can and usually provide accurate information about the job applicants they are referring, especially since their are putting their own reputation at risk
- The new employee may come with more realistic picture of what working in the firm is like after speaking with friends there
- Cons: employees bringing their friends who are not necessity qualified



# RECRUITING ON THE INTERNET

- Firms post job description and vacancies on their websites

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# DEVELOPING AND USING APPLICATION FORMS

- Once you have a pool of applicants, the selection process can begin, and the application form is usually the first step in this process
- A filled application form provides four types of information:
  - 1. You can make judgment on substantive matters, such as whether the applicant has the education and experience to do the job.
  - 2. you can draw conclusion about the applicants previous progress and growth, a trait that is especially important for management candidates



- 3. you can draw tentative conclusion regarding the applicants stability on previous work record (here, however, be careful not to assume that an unusual number of job changes necessarily reflects on the applicants stability)
- 4. you may be able to use the data in the application form to predict which candidates will succeed on the job and which will not

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## EMPLOYEE SELECTION

- With a pool of applicants, the next step is to select the best candidate for the job.
- This means whittling down the application pool by using the screening tools such as test, assessment centers, background and reference checks

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# WHY CAREFUL SELECTION IS IMPORTANT

- Selecting the right employee is important for three main reasons:
- 1.
- Your own performance always depends in part on your subordinates. Employees with the right skills and attributes will do a better job for you and the company. Employees without these skills or who are uncomplaining or obstructionist won't perform effectively and your own performance and the firm will suffer. The time to screen out undesirables is before they are in the door, not after



- 2. it is costly to recruit and hire employees in terms of interviewing time, reference checking, traveling etc
- 3. legal implication of incompetent hiring can be costly and lead to court redress. If you hire a criminal who swindles customers, you will be liable

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## BASIC TESTS FOR SELECTION

- For effective recruiting, therefore, the selection test must be valid and reliable
- Validity:
- The test should measure what is supposed to measure. The evidence that is being tested should be job related, in other words, the performance on the test is a valid predictor of subsequent performance on the job

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- There are two ways to demonstrate test validity: **criterion validity** and **content validity**
- **Criterion validity** – shows that those who do well in the test also do well on the job and vice versa
- **Content validity** – show that the test constitutes a fair sample of the content of the job

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# RELIABILITY

- Reliability refers to its consistency.
- It is “the consistency of scores obtained by the same person when retested with the identical test or with an equivalent form of test”
- If a person score 90% on Monday, then they should score the same on Tuesday for the same test

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# TYPES OF TESTS

- We can classify test according to whether they measure:
  - Cognitive (mental) abilities.
  - Or psychomotor (motor and physical)
  - Personality
  - Interest or achievements

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# TEST FOR COGNITIVE ABILITIES

- These includes:
  - Test of general reasoning ability (intelligence)
  - Test of specific mental abilities like memory and reasoning, verbal comprehension, numerical ability
- ( these are normally referred to as aptitude tests )

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- Test for motor and physical abilities
  - These includes test such as manual dexterity, reaction time, speed of hands, arms, mechanical ability, weight lifting, body coordination etc
- Measuring personality and interest
  - These includes persons motivation and interpersonal skills , attitudes, temperaments etc
  - It will measure basic aspects of a applicants personality such as introversion, stability and motivation. These test are done in a projective manner – for example being presented with a picture and asked what you see, picking two statements from one etc



## ACHIEVEMENT TESTS

- Measure what a person has learned
- Measure your “job knowledge” in areas like marketing, human resources. E.g. giving people a problem in human resources to solve

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# MANAGEMENT ASSESSMENT CENTRE

- Is a 2 to 3 days simulation in which 10 – 12 candidates perform realistic tasks (like making presentations, meetings, case study analysis – each under watchful eye of experts. Also included are interviews, leadership group discussions, management games,

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## OTHER SELECTION TECHNIQUES

- Background investigation and reference check
- Polygraph (lie detector) and honesty testing
- Graphology
- Physical examination
- Substance abuse screening

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# BACKGROUND INVESTIGATION AND REFERENCE CHECKS

- Purpose is to verifying job applicants background information and references:
- These include making telephone enquiries, credit rating, use of reference letters
- Commonly verified data include legal eligibility for employment, dates of prior employment, education and identification (dates of birth, address to confirm identity)

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# REASONS TO CONDUCT BACKGROUND CHECK

- Two main reasons to conduct employment background investigation and/or reference check:
  - To verify fact information previously provided by the applicants
  - To uncover damaging information such as criminal records

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# PHYSICAL/MEDICAL EXAMINATION

- Takes place once the person is hired or sometimes after the person is hired
- Reasons:
  - To verify that the applicant meets the physical requirements for the job
  - Discover any medical limitations you should take into account in placing the applicants
  - To establish a record and baseline of the applicants health for future insurance or compensation claims
  - By identifying health problems, the examination can reduce absenteeism and accidents and, of course determine communicable diseases that may be unknown to the applicant



# INTERVIEWING CANDIDATES

- An interview is a procedure designed to obtain information from a person through oral responses to oral enquires. On the basis of these responses the interviewer is able to predict future job performance
- Interview is by far the most widely used personnel selection method

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# TYPES OF INTERVIEWS

- Selection interview
- Appraisal interview
- Exit interview
- We can classify selection interviews according to:
  - How they are structured
  - Their content – type of questions they contain
  - How the firm administers the interview



# HOW THEY ARE STRUCTURED

- Interviews can be :
- Structured or unstructured
- Unstructured or nondirective
  - There is generally no set format to follow so the interview can take various direction
  - Lack of structures allow the interviewer to ask follow up questions and pursue points of interest as they develop



# STRUCTURED OR DIRECTIVE INTERVIEWS

- The questions and acceptable responses are specified in advance and the responses rated for appropriateness of content
- All interviewers generally ask all applicants the same questions, and hence:
  - Tend to be more reliable and valid
  - It increases consistency across candidates
  - Enhances job relatedness
  - Reduces overall subjectivity ( and thus the potential for bias)
  - May enhance ability to withstand legal challenges
- On the other hand structured interviews do not provide opportunity to pursue points of interest as they develop



# INTERVIEW CONTENT – TYPE OF QUESTIONS

- These could be **situational interview questions** - asking candidates how they would behavior in a given **hypothetical** situation and evaluating the applicant based on the choice made
- **Behavior** interview questions asks interviewees to describe how they would reacted to an **actual** situation in the pasts



- **Job related** interviews – the interviewer tries to deduce what the applicant on the job performance will be base on his or her answers to questions about past behavior. The question here do not revolve around hypothetical questions but ask job related questions e.g. what does human resources recruitment and selection involve

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- **Stress interview** – seeks to make the applicant uncomfortable with occasionally rude questions
- Aims is supposedly to spot sensitive applicants and those with low or high level of stress tolerance
- Stress interviews may help unearth hypertensive applicants who might overreact to mild criticism with anger and abuse

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- **Puzzle questions** - meant to see how a candidate reacts under pressure. Used mainly for technical and finance related areas

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# ADMINISTERING THE INTERVIEW

- Interviews can be administered in several ways:
- One on one
- A panel interview
- Sequentially or all at once
- Computerized or personally

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## ADMINISTERING INTERVIEWS (CONT..)

- **Personal interviews (one on one)** - two people meet alone and one interviews the other by seeking oral responses to oral inquiries
- **Sequential** – several persons interview the applicant in sequence, before a decision is made. This can be structured or unstructured
- **Panel** – a group of interviewers question the candidate. This may have advantage over the others because in sequential candidates may cover the same ground over and over again with each interviewer. But panel format lets the interviewers ask follow up questions based on the candidates answer. This may elicit more responses



- **Computerized interview** - in this case a job candidate's oral and/visual responses are obtained in response to computerized oral or visual or written questions and/situation
- A candidate is presented with a series of specific questions regarding his/her background,, experience, education, skills, knowledge and work attitudes that relate to the job for which the person has applied
- The questions are presented in a multiple choice and questions come in rapid sequence
- After the computerized interview there is usually a one on one



# WHAT CAN UNDERMINE AN INTERVIEWS USEFULNESS –PITFALLS/ERRORS

- **First impression** – which one gets from the interviewees application form and personal appearance
- **Misunderstanding of the job** - interviewers who do not know precisely what the job entails and what sort of candidate is best suited for it usually make their decisions based on incorrect stereotype of what a good applicant is

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- **Candidates-order (contrast) error and pressure to hire** - The order in which you see applicants affect how you rate them. After first evaluating unfavorable candidates, an average candidate can score quite highly
- Pressure to hire accentuate problems like the error or contrast



- **Non verbal behavior and impressions management** -  
- eye contact, energy levels , low voice etc can influence the interviewers decision
- Body language, smile, posture may interfere with the interviewers judgment
- **Effect on personal characteristics stereotyping :**
- Involves categorizing groups according to general traits then attributing those traits to a particular individual once the group membership is known
- attractiveness, gender, race - in general, individuals ascribe more favorable traits and more successful life outcomes to attractive people
- Some see men or women as more suitable or a certain race as more suitable



- **Interviewer's behavior** - some interviewers talk so much that the applicant have no time to answer questions. On the other extreme, some interviewers let the applicant dominate the interview and so don't ask questions. Neither is good situation
- Others play the role of a judge or psychologist

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# DESIGNING AND CONDUCTING AN EFFECTIVE INTERVIEW – STEPS

1. The structured situational interview –procedure:
  1. **Job analysis** -write a job description and list of duties, knowledge, skills and abilities
  2. **Rate the job duties**
  3. **Create the interview questions** –situational questions, job knowledge questions etc
  4. **Create benchmark answers with a five point rating scale**
  5. **Appoint an interview panel and conduct interview** – 3 – 6 members preferably the same employees who wrote the questions , also include job supervisor and/or incumbent, and an HR representative



# CONDUCTING AN INTERVIEW - STEPS

- The questions:

**Structure your interview questions** so that it is standardized, consistent and relevant. This will include ensuring that :

- You base your questions on action job
- Use knowledge, situational and behavior oriented questions and an objective criteria to assess the interviewees response
- Train your interviewers
- Use the same questions for all candidates
- Use rating scales to rate answers
- Use multiple interviewers for panel interviews to reduce bias
- Control the interview – limit the interviews follow up questions





- **2. Prepare for the interview**
- The interview should take place in a private room with minimum interruptions
- Prior to the interview, review the candidates application and resume and not areas that are vague or that may indicate strengths or weaknesses
- Remember the duties of the job and the specific skills and traits that you are looking for – review the job specifications
- Start the interview with an accurate picture of the traits for the ideal candidate.



- 3. **Establish rapport** – put the person at ease – greet the applicant, drop in some courtesy words and start interview with non related question, e.g.. About the whether
- Be aware of peoples background and make additional efforts to make such people relax



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- **4. Ask questions** – follow your list of questions.
- Don't ask questions which can be answered with yes or no, don't push words into the applicants mouth, don't interrogate the applicant as if the person is a criminal, don't be patronizing, sarcastic – ask open ended questions, listen to the candidate, , encourage them
- **5. Close the interview** – leave time to answer any questions the candidates may have
- End the interview with a positive note, tell the applicant the next steps, make any rejections diplomatically
- **6. Review the interview** – review notes and fill in the structured interview guide

