

# RECRUITMENT AND 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 organization”
- Recruitment is the activity that links the employers and the job seekers

# 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

## Cont.

- Recruitment is the first step in filling a vacancy, and includes:
  - Examining the vacancy
  - Considering the source of suitable candidates
  - Making contacts with candidates
  - Attracting applications from them
- 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)

# Recruitment needs

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

# 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

# Factors Affecting Recruitment and Selection

- **Internal factors**

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

# Factors Affecting Recruitment and Selection cont.

- **External factors**

- Supply and demand
- Labour market
- Image/goodwill
- Political – socio-legal environment
- Unemployment rates
- Competitors



# External Sources of Recruitment

- **External Sources**
  - Advertising
  - Colleges
  - Agency Search and Selection
  - Head Hunting
  - Referrals and walk-ins
  - Recruitment on the internet

# 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. Performance:

- ✓ 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 uncompromising or obstructionist won't perform effectively and your own performance and that of the firm will suffer.

## Cont.

- ✓ 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

# Selection / Screening Devices

- (i) Pre qualifying/short listing
- (ii) Interviewing
- (iii) Testing
  - Knowledge (Cognition)
  - Skills (Psychomotor)
  - Applications (Performance)
  - Psychometric (Personality etc)
- (iv) Physical & Medical Examination
  - Physical abilities
  - Medical conditions
  - Drugs and Substance Abuse

# Cont.

## (v) References

- Academic /Professional
- Prior Work
- Financial
- Security Check
- Legal enforcement
- Personal/Social