

Week 12 &13

Recruitment

And
Selection

The logo for Stamfordonline features a stylized orange 'S' with a blue dot in the center, followed by the text 'stamfordonline' in a blue sans-serif font. Below this, the word 'ORDERS' is written in a smaller, grey, all-caps font.

Why Recruit?

- One of most important HRM functions is the appropriate recruitment and selection of suitable staff.



- Company policy
- Capable staffs
- Staffs retention

The Recruitment Process

- Evaluate: Who, how, why?
- Job Analysis: used less these days as move towards job description, but might want to do if a major review.

The Recruitment Process

- Job Description: “A job description is a written statement of the content of any particular job derived from the analysis of the job”
- Person Specification: skills, knowledge, experience



The Recruitment Process

- Rodger's 7-point plan (Prof Alec Rodgers of National Institute of Industrial Psychology in 1950s)
- Physical make-up: appearance, health, speech (careful about discrimination here)
- Attainments: education, qualifications, experience



The Recruitment Process

- General intelligence: intellectual capabilities
- Specialized aptitudes: mechanical, use of words, figures
- Interests: intellectual, practical, physically active, social
- Disposition: acceptability, self-reliance, influence over others
- Circumstances: any special demands of the job, e.g. unsociable hours

Recruitment methods: Internal and external recruitment

- Internal recruitment: lower costs, more motivating for existing staff, easier to assess skills of current employee
- External recruitment: Need someone additional or with skills not available within the organization
- Advertising agency, job centre, school and careers services, recruitment agencies, headhunting for senior positions

Alternatives to recruitment

- Overtime
- Develop existing staff, assign task to others or share work with another unit.
- Mechanize the work: Non-replacement of staff often used as excuse to justify expensive new equipment

Alternatives to recruitment

- Temps: call in an agency
- Stagger the hours, introduce shifts or job share
- Subcontract the work: employ someone else to find someone to do the work.



Selection

- Interviewing: face-to-face or by telephone. Most commonly used selection technique, but poor predictive ability if conducted by untrained individuals in unstructured way
- Psychometric tests: Includes personality tests (such as Belbin) and cognitive tests

Selection

- Bio data: where groups of employees are rated as good or poor and then their characteristics are noted and used to select new employees.
- References: Very common, used to provide factual evidence, i.e. confirmation of applicant's experience, after interview.

Selection

- Short-listing: Use criteria against which to judge all candidates.
- Medical examinations: it is reasonable to complete and health questionnaire where good health is relevant to job

Problems In Selections

- Lack top management support
- Not well prepared of the selection process
- Not follow up the final procedure
- Lack of adequacy with job performance
- Bad design of selection test
- Bad interviews techniques