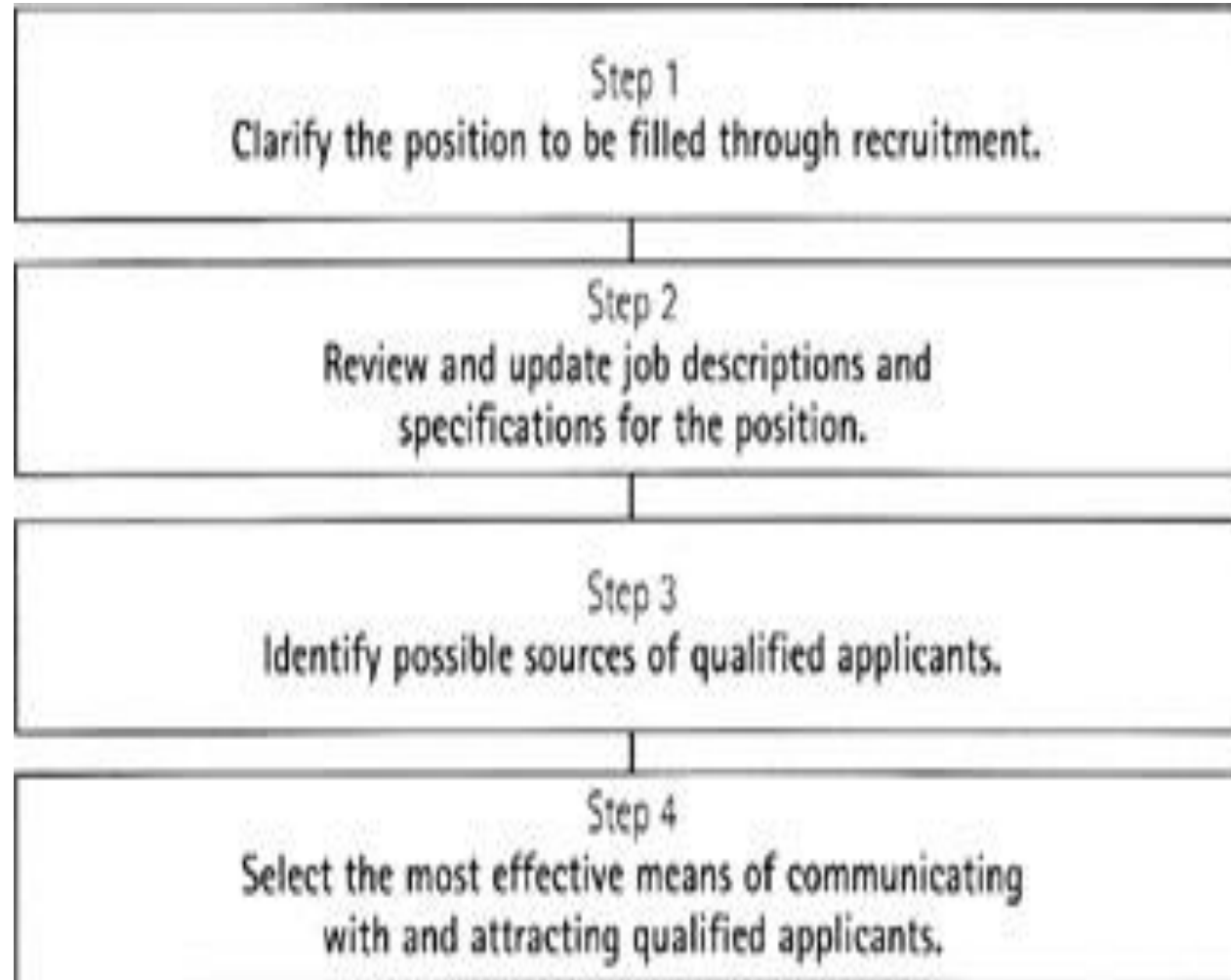# Recruitment and Selection

- Employee recruitment and employee selection are two sides of the same coin. Recruitment is the process of attracting as many qualified applicants as possible for existing vacancies and anticipated openings. It is a talent search, a pursuit of the best group of applicants for an available position.

- Selection reduces the list of applicants to those who are most qualified to achieve the desired outputs or results. During the process, HR practitioners try to predict which applicant will be most successful and will best fit the job and the corporate culture.

- Recruitment and selection are important issues in today's workplace. A study of human resource trends conducted by the Society for Human Resource Management indicated that respondents considered finding and keeping qualified candidates to be the greatest employment challenge (1997 Survey of Human Resource Trends, 1997).
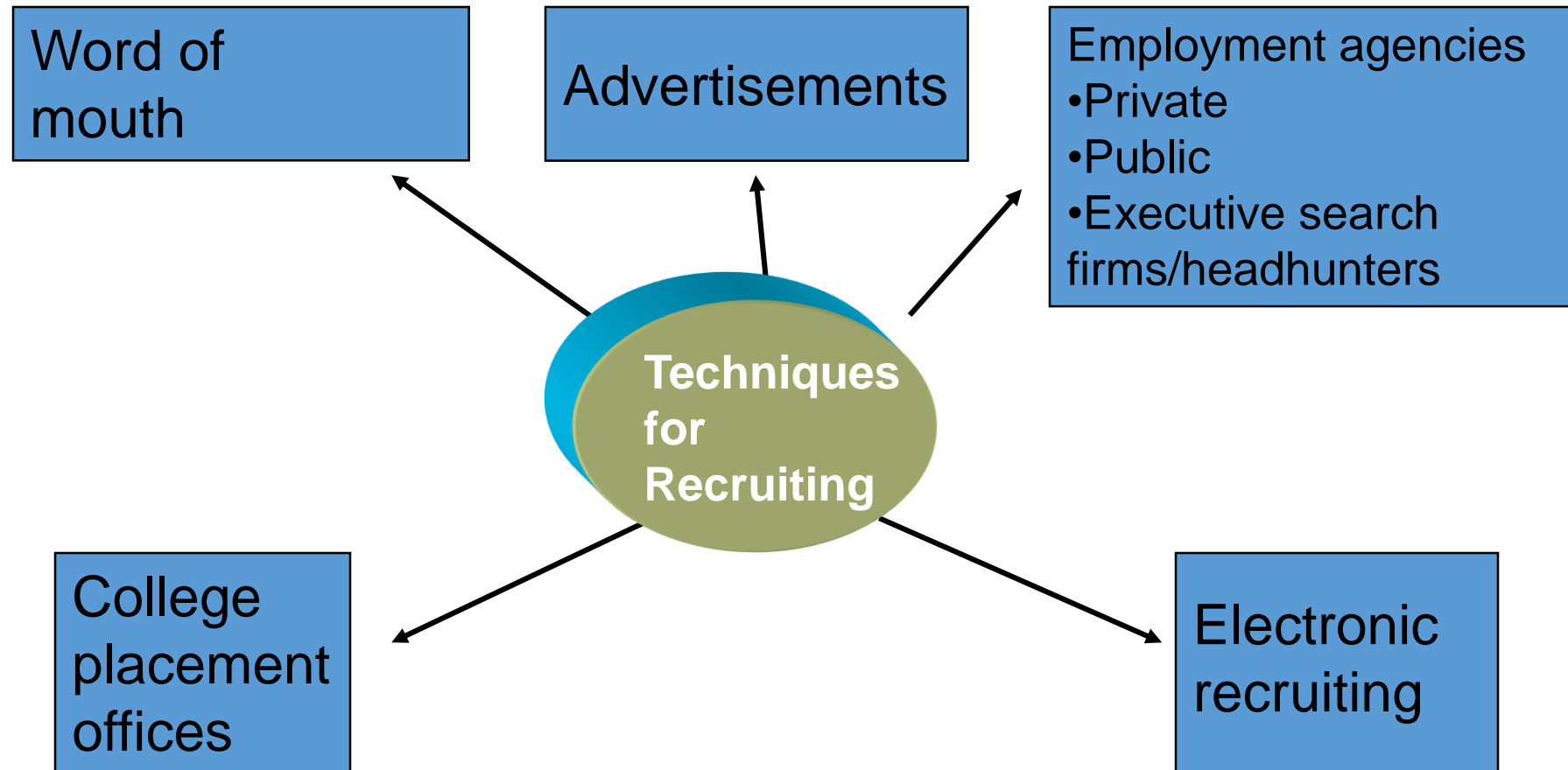
Recruiting

- **Recruiting** is the process of developing a pool of qualified applicants who are interested in working for the organization and from which the organization might reasonably select the best individual or individuals to hire for employment.

Traditional Recruitment Process

Step 1
Clarify the position to be filled through recruitment.

Step 2
Review and update job descriptions and specifications for the position.

Step 3
Identify possible sources of qualified applicants.

Step 4
Select the most effective means of communicating with and attracting qualified applicants.

Methods for External Recruiting

Word of mouth

Advertisements

Employment agencies
- Private
- Public
- Executive search firms/headhunters

Techniques for Recruiting

College placement offices
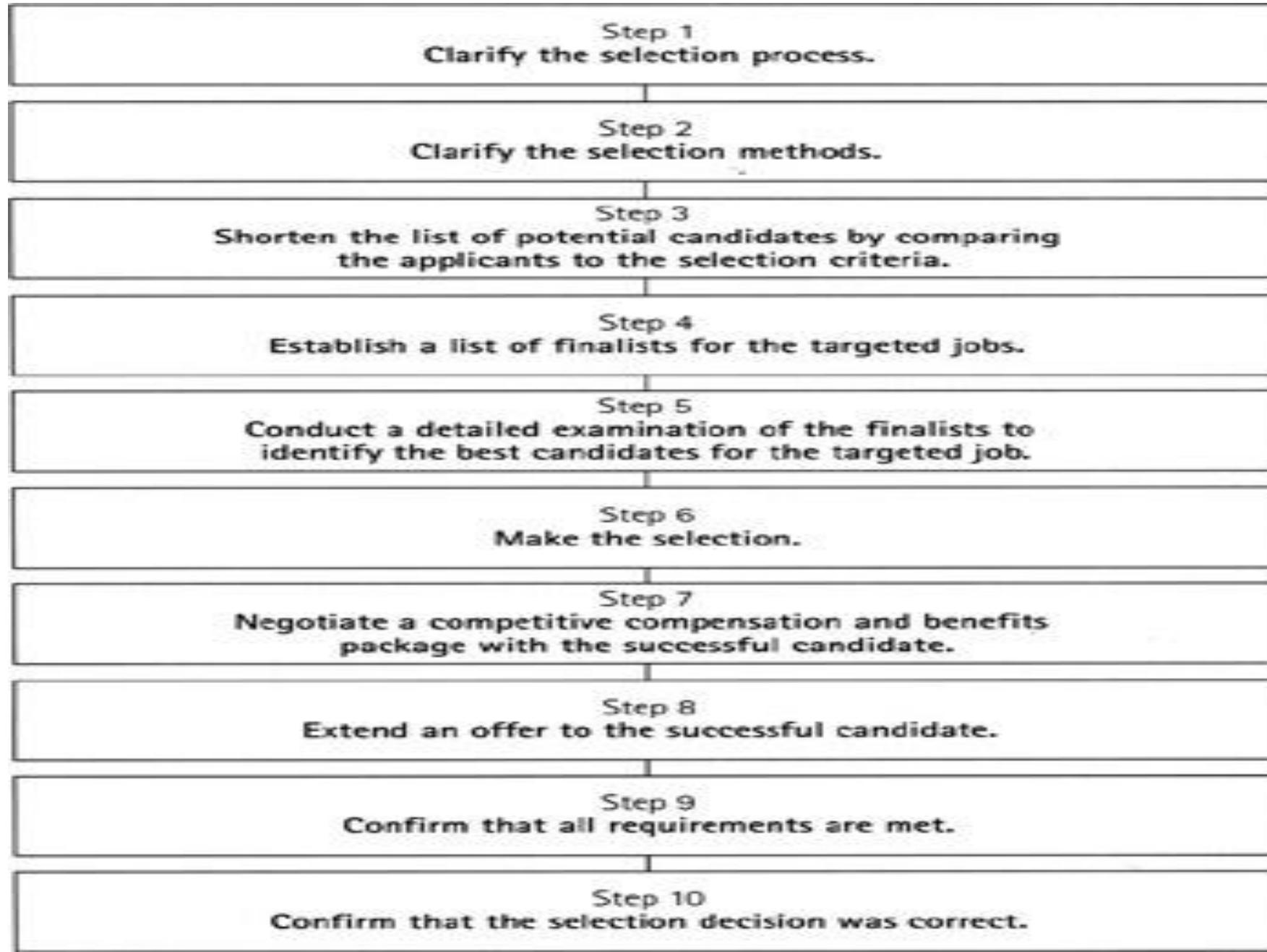
Electronic recruiting

Employment Applications

- An **employment application** asks individuals for various bits of information pertaining to their personal background.

Selection Process

Step 1
Clarify the selection process.

Step 2
Clarify the selection methods.

Step 3
Shorten the list of potential candidates by comparing the applicants to the selection criteria.

Step 4
Establish a list of finalists for the targeted jobs.

Step 5
Conduct a detailed examination of the finalists to identify the best candidates for the targeted job.

Step 6
Make the selection.

Step 7
Negotiate a competitive compensation and benefits package with the successful candidate.

Step 8
Extend an offer to the successful candidate.

Step 9
Confirm that all requirements are met.

Step 10
Confirm that the selection decision was correct.

Employment Applications (con't)

- **Weighted application blanks** rely on the determination of numerical indices to indicate the relative importance of various personal factors for predicting a person's ability to perform a job.

- **Bio data application blanks** focus on the same type of information that is found in a regular application, but go into more complex detailed background assessment.

Employment Tests

- **Employment tests** are a device for measuring the characteristics of an individual, such as personality, intelligence, or aptitude.

  - **Cognitive ability tests** measure mental skills whereby the applicant is not required to do anything physical, only to demonstrate some type of knowledge.

  - **Psychomotor ability tests** measure physical abilities such as:

    - Strength
    - Eye-hand coordination
    - Mental dexterity

Employment Tests (con't)

- **Personality tests** measure traits, or tendencies to act, that are relatively unchanging in a person.
  - A **self-report inventory** is a paper-and-pencil measure where an applicant responds to a series of statements that might or might not apply to the applicant.
  - The **projective technique** involves showing an individual an ambiguous stimulus, such as an ink blot or a fuzzy picture, and then asking what he or she "sees."

Personal Interviews

- One of the most widely used selection techniques which are face-to-face conversations between prospective job applicants and representative of the organization.

Types of Interviews

- **Structured employment interview**: the interviewer either prepares or is given by others a list of standard questions to be asked during the interview. All interviewers ask the same questions of each candidate to achieve consistency across interviews.

- **Semi-structured employment interview**: the interviewer may have a general idea about the job applicant, but has a few or no advance questions that are formally constructed and ready to be asked.

Types of Interviews (con't)

- **Unstructured employment interview:** the interviewer may have a general idea about what s/he wants to learn about the applicant but has few or no advance questions prepared.

- **Situational interview:** the interviewer asks the applicant questions about a specific situation to see how the s/he will react.

Interview Errors

- **First impression error** occurs when an interviewer makes a decision too early in the interview process.

- **Contrast error** is when the interviewer is influenced by other interviewees.

- **Similarity error** occurs when the interviewer is influenced because the interviewee is similar to the interviewer.

- **Non-relevancy** is when the interviewer does not know enough about the job.

Reliability and Validity

- **Reliability**: the consistency of a particular selection device; not the same as accuracy

- –The consistency of scores obtained by the same person when retested with the identical or equivalent tests.

- –Are the test results stable over time?

- **Validity**: refers to whether an assessment tool measures what it is supposed to; this must be determined empirically, and it is critical to defending against charges of discrimination in hiring.

- –The accuracy with which a test, interview, and so on measures what it purports to measure or fulfills the function it was designed to fill.

- –Does the test actually measure what we need for it to measure?

Types of Validity

Criterion validity

- –A type of validity based on showing that scores on the test (predictors) are related to job performance (criterion).

- Are test scores related to students' knowledge of human resource management?

Content validity

- A test that is content valid is one that contains a fair sample of the tasks and skills actually needed for the job in question.

- Do the test questions relate to human resource management?

Legal and Effectiveness Issues in Recruiting and Selection

- Helping the organization defend itself in discrimination cases is one of the most important areas in which the human resource manager can make a contribution to the firm.