

Units 3 and 9
Lesson 4

Human Resource Management

RECRUITMENT & SELECTION PROCESS

- RECRUITMENT – This can be defined as searching for and obtaining a pool of potential candidates with the desired knowledge, skills and experience to allow an organization to select the most appropriate people to fill job vacancies against defined position descriptions and specifications.
- SELECTION - Once a pool of candidates has been identified through the recruitment process the most appropriate candidate, or candidates are identified through a selection process including but not limited to interviewing, reference checking and testing.

RECRUITMENT

INTERNAL & EXTERNAL RECRUITMENT

A business can recruit in two different ways:

- **Internal recruitment** is when the business looks to fill the vacancy from within its existing workforce
- **External recruitment** is when the business looks to fill the vacancy from any suitable applicant outside the business
- What are the Pros and Cons of:
 1. INTERNAL RECRUITMENT
 2. EXTERNAL RECRUITMENT

INTERNAL VERSUS EXTERNAL RECRUITMENT TACTICS

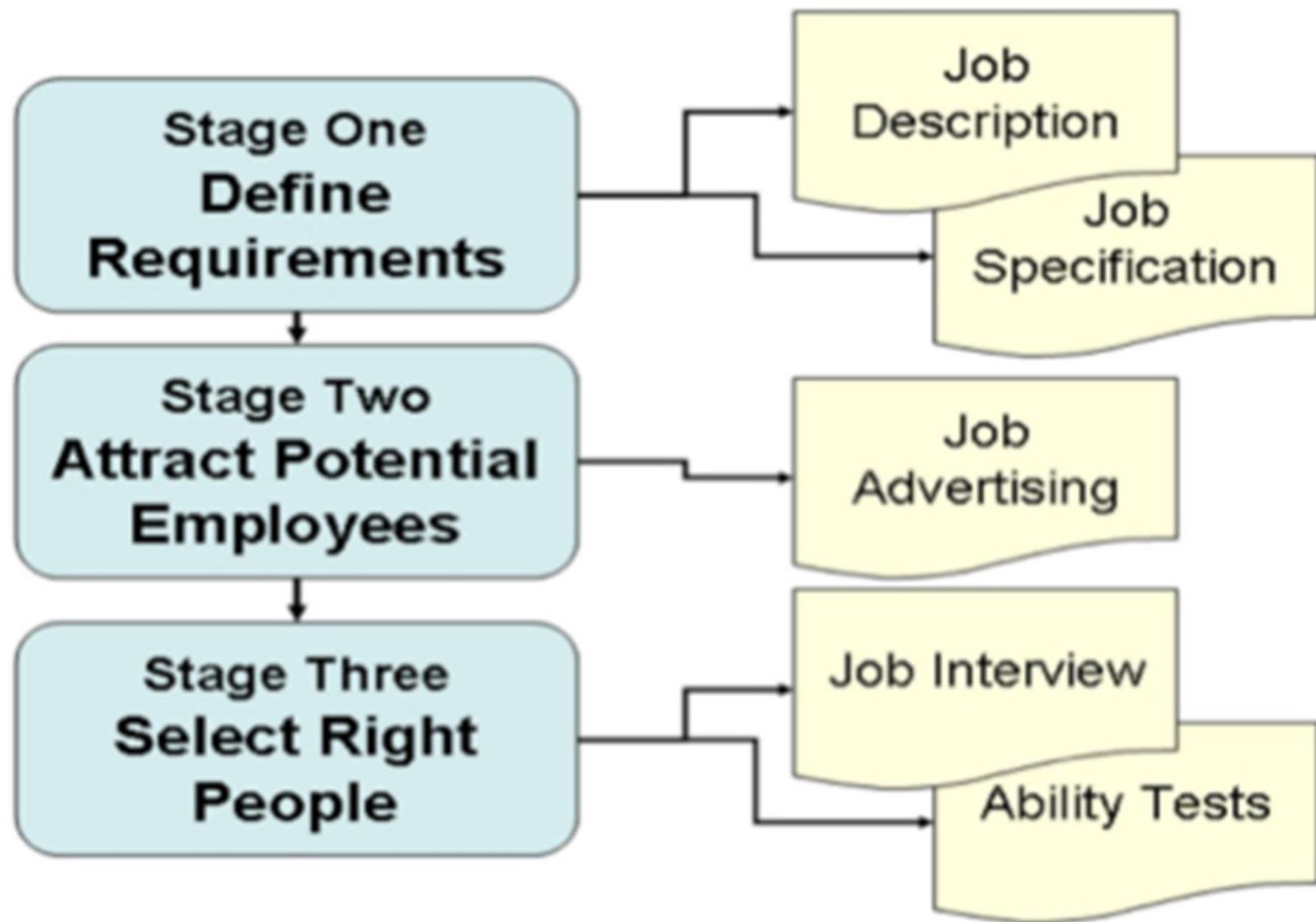
Internal recruiting typically consists of one or more of the following approaches:

- Job posting procedure.
- Nomination by manager.
- Succession planning.

External recruiting typically consists of one or more of the following approaches:

- Targeting passive or active candidates (Those who are unemployed or extremely unhappy in their current employment are generally active job seekers, and those who are happy and successfully working at another place of business are generally passive job seekers)
- Managing employer brand and image
- Third-party recruiters
- High schools, technical schools, colleges and universities.

The Recruitment Process



JOB DESCRIPTION VS JOB SPECIFICATION

BASIS FOR COMPARISON	JOB DESCRIPTION	JOB SPECIFICATION
Meaning	Job Description is a concise written statement, explaining about what are the major requirements of a particular job.	The statement which explains the minimum eligibility requirements, for performing a particular job is known as Job Specification.
Lists out	Job title, duties, tasks and responsibilities involved in a job.	Employee's qualification, skills and abilities.
What is it?	It expresses what a prospective employee must do when he will get the placement	It expresses what an applicant must possess for getting selected.
Prepared from	Job Analysis	Job Description
Describes	Jobs	Job Holders
Comprises of	Designation, place of work, scope, salary range, working hours, responsibilities, reporting authority etc.	Educational qualifications, experience, skills, knowledge, abilities, work orientation factors, etc.

Terms You Need To Know

- **Job Advertising** - Job advertisement is the process by which employers and recruiters promote open positions through a variety of channels. It is a key part of the recruitment process and enhances visibility for available job openings, with an ultimate goal of attracting and converting talent.
- **Job Analysis** - The main purposes of conducting a job analysis process is to use this particular information to create a right fit between job and employee, to assess the performance of an employee, to determine the worth of a particular task and to analyze training and development needs of an employee delivering that specific job.
- **Core Competencies (In HRM)** - The core competencies of a human resource manager are the attributes essential to success in this position (i.e Negotiation Skills, Influence, Job Knowledge etc.).

Recruitment Steps

1. Identify Vacancy &
Evaluate Need



2. Develop Position
Description



3. Develop Recruitment
Plan

Recruitment Steps

4. Select a search Committee



5. Post Position & Implement
Recruitment Plan



6. Review Applicants and
Develop short list

Recruitment Steps

7. Conduct Interviews

8. Select Candidate

9. Finalise Recruitment

Step 1: Identify Vacancy and Evaluate Need

- Recruitments provide opportunities to departments to align staff skill sets to initiatives and goals, and for departmental and individual growth. Proper planning and evaluation of the need will lead to hiring the right person for the role and team

Step 2: Develop Position Description

A position description is the core of a successful recruitment process. It is used to develop interview questions, interview evaluations and reference check questions. A well-written position description:

- Provides a first impression of the organization to the candidate
- Clearly articulates responsibilities and qualifications to attract the best suited candidates
- Provides an opportunity to clearly articulate the value proposition for the role
- Serves as documentation to help prevent, or defend against, discrimination complaints by providing written evidence that employment decisions were based on rational business needs
- Improves retention as turnover is highest with newly hired employees. Employees tend to be dissatisfied when they are performing duties they were not originally hired to perform.
- Optimizes search engine results by ensuring job postings rank high in candidate search results when searching on-line
- Identifies tasks, work flow and accountability, enabling the department to plan how it will operate and grow
- Assists in establishing performance objectives
- etc

Step 3: Develop Recruitment Plan

- Each position requires a documented Recruitment Plan which is approved by the organizational unit. A carefully structured recruitment plan maps out the strategy for attracting and hiring the best qualified candidate and helps to ensure an applicant pool which includes women and underrepresented groups including veterans and individuals with disabilities.
- Recruitment plan elements:
 - Posting Period
 - Placement Goals
 - Additional Advertising Resources
 - Diversity Agencies
 - Resume Banks

Step 4: Select Search Committee

- To ensure applicants selected for interview and final consideration are evaluated by more than one individual to minimize the potential for personal bias, a selection committee is formed. The hiring manager will identify members who will have direct and indirect interaction with the applicant in the course of their job. Each hiring manager should make an effort to appoint a search committee that represents a diverse cross section of the staff.

Step 5: Post Position and Implement Recruitment Plan

- Once the position description has been completed, the position can then be posted to the various advertising channels chosen. Every effort should be made to ensure the accuracy of the job description and advertisement posted. It may not be possible to change elements of a position once posted, because it may impact the applicant pool.

Step 6: Review Applicants and Develop Short List

- Once the position has been posted, candidates will begin to apply. Candidates will complete an electronic application for each position (resume and cover letter – varies by organization). Candidates will be considered “Applicants” or “Expressions of Interest”.
- Applicants are those who apply during the initial application period as described in Step 5. All applicants must be reviewed and considered. Candidates who apply after the initial application period will be considered “expressions of interest” and not viewable by the search committee.

Step 7: Conduct Interview

The interview is the single most important step in the selection process. It is the opportunity for the employer and prospective employee to learn more about each other and validate information provided by both.

Types of Interviews:

- Virtual Interview
- Panel Interview
- Etc.

Interview Questions

- Questions should be relevant to the position and seek information on specific skills and abilities to perform the job

SELECTION

Step 8: Select Hire

- Once the interviews have been completed, the committee will meet to discuss the interviewees. Committee members will need to assess the extent to which each one met their selection criteria.

Reference Checks

- The purpose of a reference check is to obtain information about a candidate's behavior and work performance from prior employers that could be critical to your decision, regardless of their skills, knowledge, and abilities.

Step 9: Finalize Recruitment

- Upon completion of the recruitment process the offer to the selected finalist is made.
 1. Initiate The Offer
 2. Negotiate The Offer
 3. Counter The Offer (occasional)
 4. Finalize The Offer

Types of Selection Methods

- Application Forms
- Employment Interviews
- Skill Tests
- Personality Tests

Induction & On-Boarding

INDUCTION

Induction or orientation is an event where you introduce the job and your organisation to the new employee and vice versa. It's an important process for bringing new employees into your business.

The process will cover your rights as the employer, the employee rights and the terms and conditions of employment.

As a priority the induction program must cover any legal and compliance requirements for working in your business and pay attention to any workplace health and safety requirements.

Induction & On-Boarding

ON-BOARDING

New employee on boarding delivered over a period of at least 90 days is the process of getting new hires adjusted to the social and performance aspects of their new jobs quickly and smoothly.

It is the process through which new hires learn the attitudes, knowledge, skills and behaviors required to function effectively within your business. The bottom line is that, to the degree you can make new hires feel welcomed into the business and prepared for their new jobs, the faster they will be able to successfully contribute to business outcomes.

On-boarding will assist in building relationships, ensuring expectations on both sides are met, developing the employee's knowledge of the culture and strengthening their commitment through role clarity and self-efficacy.

IMPORTANT! PLEASE VIEW BELOW LINKS (Bibliography)

- Recruitment & Selection Hiring Process;
<https://hr.ucr.edu/recruitment/guidelines/process.html#step1>
- Job Description and Job Specification;
<http://www.managementstudyguide.com/job-description-specification.htm> ;
<https://keydifferences.com/difference-between-job-description-and-job-specification.html>
- Staff Recruitment and Selection Hiring Checklist ;
https://hr.ucr.edu/docs/recruit_hiring/hiring_checklist.pdf
- Pre-Employment Tests;
<https://www.homecarepulse.com/articles/pros-cons-of-pre-employment-testing/>
- Selection Methods;
<http://www.explorehr.org/articles/Selection + Recruitment/Types of Selection Methods.html>
- Induction and On-Boarding; <https://www.akyra.com.au/induction-onboarding>