

Resourcing the organisation

Recruitment and selection

Importance of effective recruitment & selection

- Importance of attracting and selecting the right people increasingly apparent as the emphasis on people as a source of competitive advantage has grown
- Cost of making the wrong decision
 - Difference between high/low performer 40% of salary (Schmidt and Hunter 1998)
 - Recruitment costs

The Recruitment & selection process

- This is concerned “with identifying, attracting and choosing suitable people to meet an organisation’s human resource requirements”
- Recruitment: “searching for and obtaining potential job candidates in sufficient numbers and quality so that the organisation can select the most appropriate people to fill its job needs”
- Selection: “predicting which candidates will make the most appropriate contribution to the organisation – now and in the future” Beardwell et al (2004 p190).

External Context

- Size of labour market
- Demographics
- Competition for skills
- Unemployment levels
- Legislation

Internal

- Size
- Financial situation
- Sector
- PR
- Development opportunities/career structure

Systematic approach to recruitment and selection

1. Who do we want?
2. How can we attract them?
3. How can we identify them?
4. How do we know we have got it right?
5. Who should be involved in the process?

1. Who do we want?

Vacancy occurs – establish need
to fill

- What Human resources are needed to aid an organisation to meet its objectives?
- Does the vacancy need filling?
- Has the job changed?
- Is it a new job?

Job Analysis

- To determine the essential characteristics of the job by:
- Observation of working practice
- Questionnaire and interviews
- Diaries and timesheets

Job analysis information

- Initial requirements of the employee
 - Aptitudes
 - Qualifications
 - Experience
 - Personality and attitude
- Duties and responsibilities of the job
 - Responsibilities for staff
 - Degree of independence
 - Equipment
 - Routine or own initiative

- Environment and conditions of the job
 - Physical surroundings
 - Hazards
 - Remuneration
 - Hours, benefits, holidays, career prospects
 - Employee services
- Social factors of the job
 - Size of department
 - Teamwork or individual work
 - People to deal with – public/management
 - Job status

Activity

- Carry out a job analysis of your partners job through the use of an interview
- Interviewee must describe and explain their job
- You need to gain information on the following:
 - Requirements of the employee
 - Duties and responsibilities of the job
 - Environment and conditions of the job
 - Social factors of the job

Job description

- What is a Job Description?
- What can Job Descriptions be used for?
- Identify the contents of a Job description
- Write the Job description for your partners job using the information gained in the job analysis
- It must be remembered that Job Descriptions are an image ‘frozen’ at that point in time and so they need to be constantly updated and reviewed.

Person specification

- “Identifies the type of person the organisation should be trying to recruit for a given position” Edexcel 2001 p94
- It is a way of matching a person to a job

Rodger's Seven Point Plan

- Physical attributes
- Attainment
- General Intelligence
- Special aptitudes
- Interests
- Disposition
- Background circumstances

Munro's Five point pattern of personality

- Impact on others
- Acquired knowledge or qualifications
- Innate ability
- Motivation
- Adjustment

2. How do we attract them?

Recruitment methods

- Unsolicited requests
- Internal recruitment
- Referrals
- Agencies
- Direct to source of labour
- Internet
- Media

3. How do we identify them?

Selection methods

- Interviews
- References
- Testing
- Trial periods
- Role play/simulations
- Case-studies
- 'In-tray' exercises
- Discussion groups
- Presentations
- Assessment centres

Technology and its application to recruitment and selection

- Telephone interviewing
- Criteria orientated computer questionnaires
- Internet testing/ web based screeners
- On-line application

Issues in recruitment and selection

- Validity
 - Face validity
 - Concurrent validity
 - Predictive validity
- Reliability
- Ethics