Part 3:

Workforces Staffing

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Importance

In this Part, we will learn what is different between recruitment and selection and what are types of recruitment, the selection process, the deferent types of interviews and finally the optimal use of tests.

Learning Objectives

Upon the completion of this part, you will be able to:

■ Defend the recruitment process – strategies
■ Explain the selection process with résumé review, interviewing and testing and selecting

The Recruitment Process

The recruitment process is an important part of human resource management (HRM). It isn't done without proper strategic planning.

Recruitment is defined as a process that provides the organization with a pool of qualified job candidates from which to choose. Before companies recruit, they must implement proper staffing plans and forecast to determine how many people they will need. The basis of the forecast will be the annual budget of the organization and the short-term to long-term plans of the organization - for example, the possibility of expansion. In addition to this, the organizational life cycle will be a factor.

Forecasting is based on both internal and external factors. Internal factors include the following:

1. Budget constraints
2. Expected or trend of employee separations
3. Production levels
4. Sales increases or decreases
5. Expansion plans

External factors might include the following:

1. Changes in technology
2. Changes in laws
3. Unemployment rates
4. Shifts in population
5. Shifts in urban, suburban, and rural areas
6. Competition

Step 1. Decide what positions to fill through *personnel planning and forecasting*.
Step 2. Build a candidate pool by *recruiting* internal or external candidates.
Step 3. Have candidates complete *application forms* and undergo initial screening interviews.
Step 4. Use *selection tools* to identify viable candidates.
Step 5. Decide who to make an offer to, by having the supervisor and others *interview* the candidates.
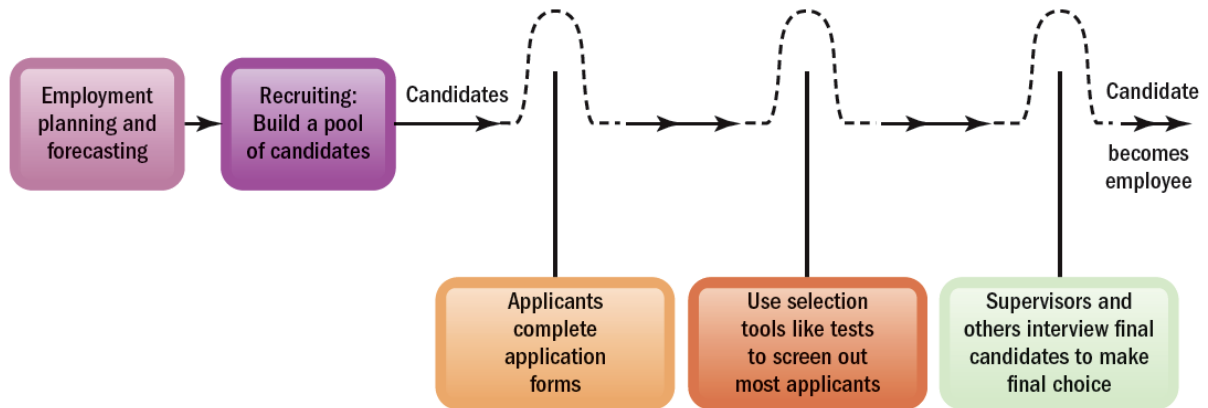
The recruitment and selection process is a series of hurdles aimed at selecting the best candidate for the job.

Recruitment types and Strategy

Although it might seem easy, recruitment of the right talent, at the right place and at the right time, takes skill and practice, but more importantly, it takes strategic planning. An understanding of the labor market and the factors determining the relevant aspects of the labor market is key to being strategic about your recruiting processes. Based on this information, when a job opening occurs, the HR professional recruiter should be ready to fill that position. From inside the organization or outside it

- **Internal recruitment** is when the recruiter looks to fill the vacancy from within its existing workforce.
- **External recruitment** is when the recruiter looks to fill the vacancy from any suitable applicant outside the business

Of course, the option to use BOTH internal and external recruitment can be used. This is often the case for senior appointments.

Internal recruitment

Advantages:

- Cheaper and quicker to recruit
- People already familiar with the business and how it operates
- Provides opportunities for promotion with in the business – can be motivating
- HR recruiter already knows the strengths and weaknesses of candidates

Disadvantages:

- Limits the number of potential applicants
- No new ideas can be introduced from outside
- May cause resentment amongst candidates not appointed
- Creates another vacancy which needs to be filled

External recruitment

Advantages:

- Outside people bring in new ideas
- Larger pool of workers from which to find the best candidate
- People have a wider range of experience

Disadvantages:

- Longer process
- More expensive process due to advertising and interviews required
- Selection process may not be effective enough to reveal the best candidate

Recruitment methods

Campus Recruiting / Job Fair

Colleges and universities can be excellent sources of new candidates, usually at entry-level positions. Consider technical colleges that teach automotive technology, or Accounts. These can be great sources of people with specialized training in a specific area. Universities can provide people that may lack actual experience but have formal training in a specific field. Many organizations use their campus recruiting programs to develop new talent, who will eventually develop into managers.

Professional Associations

Professional associations are usually nonprofit organizations whose goal is to further a particular profession. Almost every profession has its own professional organization. For example, in the field of human resources, the Society for Human Resource Management allows companies to post jobs relating to HR. also a professional organization, allows job postings as well. Usually, there is a fee involved, and membership in this association may be required to post jobs. Here are some examples of professional associations:

- Professional Nursing Association
- Society of Women Engineers
- Institute of Management Consultants
- United Professional Sales Association
- Lawyers Guild
- Architects Guild
- Union of Journalists

Websites

If you have ever had to look for a job, you know there are numerous websites to help you do that. From the HR perspective, there are many options to place an ad, most of which are inexpensive. The downside to this method is the immense number of résumés you may receive from these websites, all of which may or may not be qualified.
Many organizations, to combat this, implement software that searches for keywords in résumés, which can help combat this problem.
Some examples of websites might include the following:

- Your own company website
- Yahoo HotJobs
- CareerBuilder / bayt / forasna / wuzzuf / Jobzella / OLX / El Waseet

Social Media

Facebook, Twitter, LinkedIn, YouTube, and MySpace are excellent places to obtain a media presence to attract a variety of workers. In 2007, Sodexo, which provides services such as food service and facilities management, started using social media to help spread the word about their company culture. Since then, they have saved $300,000 on traditional recruiting methods. Sodexo, "Sodexo Earns SNCR Excellent Award for Innovative Use of Social Media," news release, December 2, 2009, accessed January 17, 2011, http://www.sodexousa.com Sodexo's fifty recruiters share updates on Twitter about their

excellent company culture. Use of this media has driven traffic to the careers page on Sodexo's website, from 52,000 to 181,000.

The goal of using social media as a recruiting tool is to create a buzz about your organization, share stories of successful employees, and the interesting culture. Even smaller companies can utilize this technology by posting job openings as their status updates.

Events / Open Days

Many organizations, such as Microsoft, hold events annually to allow people to network and learn about new technologies. Microsoft's Professional Developer Conference (PDC), usually held in July, hosts thousands of web developers and other professionals looking to update their skills and meet new people.

Some organizations, host open day for all the country resident; participating in this type of open day may be an excellent way to meet a large variety of candidates. This event may not be specifically for the specific job, but holding these events may allow you to meet people who could possibly fill a position or future position.

Referrals

Most recruiting plans include asking current employees, "Who do you know?" The quality of referred applicants is usually high, since most people would not recommend someone they thought incapable of doing the job.

E-mailing a job opening to current employees and offering incentives to refer a friend can be a quick way of recruiting individuals. Due to the success of most formalized referral programs, it is suggested that a program be part of the overall HRM strategic plan and recruitment strategy. However, be wary of using referrals as the only method for recruitment, as this can lead to lack of diversity in a workplace. **Nepotism** means a preference for hiring relatives of current employees, which can also lead to lack of diversity and management issues in the workplace.

Some examples of incentives that can be used to refer a friend might include the following:
- A gift card to the employee
- A financial incentive
- Lottery for most referrals

The Selection Process

Once you have developed your recruitment plan, recruited people, and now have plenty of people to choose from, you can begin the selection process. **The selection process** refers to the steps involved in choosing people who have the right qualifications to fill a current or future job opening. Usually, managers and supervisors will be ultimately responsible for the hiring of individuals, but the role of human resource management (HRM) is to define and guide managers in this process.

Similar to the recruitment process discussed, the selection process is expensive. The time for all involved in the hiring process to review résumés, weight the applications, and interview the best candidates takes away time (and costs money) that those individuals could spend on other activities. In addition, there are the costs of testing candidates and bringing them in for interviews.

The selection process consists of five distinct aspects:

1. Criteria development

All individuals involved in the hiring process should be properly trained on the steps for interviewing, including developing criteria, reviewing résumés, developing interview questions, and weighting the candidates.

The first aspect to selection is planning the interview process, which includes criteria development.

Criteria development means determining which sources of information will be used and how those sources will be scored during the interview. The criteria should be related directly to the job analysis and the job specifications.

2. Application and résumé review.

Once the criteria have been developed (step one), applications can be reviewed. People have different methods of going through this process, but there are also computer programs that can search for keywords in résumés and narrow down the number of résumés that must be looked at and reviewed.
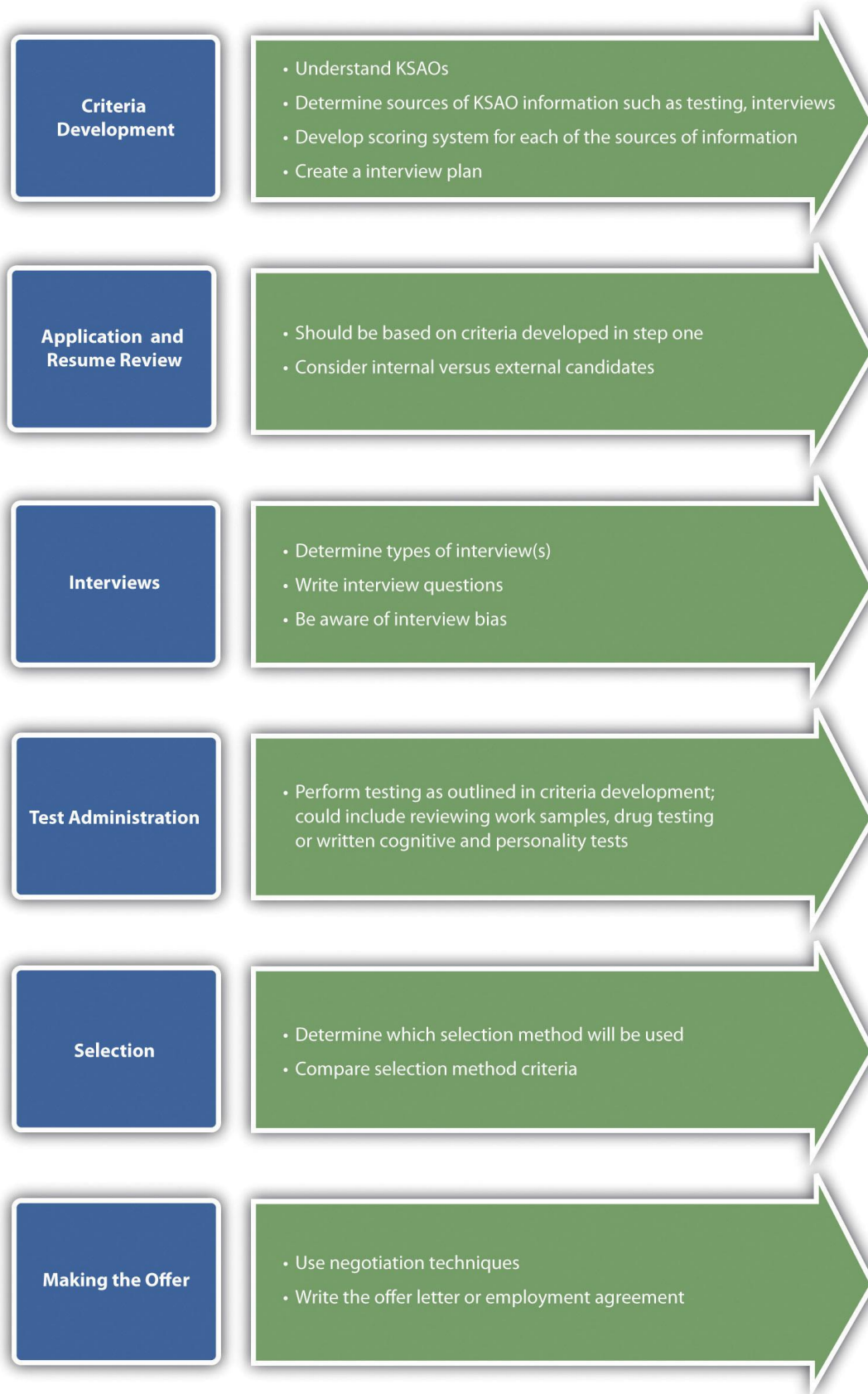
3. Interviewing.

After the HR manager and/or manager have determined which applications meet the minimum criteria, he or she must select those people to be interviewed. Most people do not have time to review twenty or thirty candidates, so the field is sometimes narrowed even further with a phone interview. This is discussed in "Types of Interviews".

4. Test administration.

Any number of tests may be administered before a hiring decision is made. These include drug tests, physical tests, personality tests, and cognitive tests. Some organizations also perform reference checks, credit report checks, and background checks. Types of tests are discussed in "Testing" Section.

5. Making the offer.

The last step in the selection process is to offer a position to the chosen candidate. Development of an offer via e-mail or letter is sometimes a more formal part of this process. Compensation and benefits will be defined in an offer. We discuss this in "Compensation and Benefits" Module.

Criteria Development	• Understand KSAOs
	• Determine sources of KSAO information such as testing, interviews
	• Develop scoring system for each of the sources of information
	• Create a interview plan

| Application and Resume Review | • Should be based on criteria developed in step one |
| | • Consider internal versus external candidates |

Interviews	• Determine types of interview(s)
	• Write interview questions
	• Be aware of interview bias

| Test Administration | • Perform testing as outlined in criteria development; could include reviewing work samples, drug testing or written cognitive and personality tests |

| Selection | • Determine which selection method will be used |
| | • Compare selection method criteria |

| Making the Offer | • Use negotiation techniques |
| | • Write the offer letter or employment agreement |

KSAOs: Knowledge, skills, abilities, and other personal characteristics that make a person successful on the job.

Criteria Development and Résumé Review

Before we begin to review résumés and applications, we must have a clear idea of the person we want to hire for the position. Obviously, the job specifications will help us know the minimum qualifications, such as education level and years of experience.

However, additional criteria might include the attitude of the potential hire, the ability to take initiative, and other important personal characteristics and professional abilities that may not always be demonstrated in an application or résumé. A specific score on a personality test, quality of work samples, and other tools to determine qualifications should be included as part of the criteria.

In other words, knowing exactly what you want before you even begin the process of looking through résumés will make this process much easier. In human resources, this is called **KSAOs**, or **K**nowledge, **S**kills, **A**bilities, and **O**ther personal characteristics that make a person successful on the job.

Criteria Development Considerations

Many HR professionals and managers develop the criteria for hiring, as well as the interview questions, before reviewing any résumés. This allows for a streamlined process with specific guidelines already set before reviewing a résumé. For example, criteria for a **project management job** might include the following:

1. Two years of experience managing a $2 million or more project budget
2. A bachelor's degree in business or closely related field
3. Ability to work on multiple projects at once
4. Problem-solving ability
5. Conflict-management ability
6. Ability to manage a team of five to six diverse workers
7. Score of at least a 70 on cognitive ability test
8. Score of excellent from most recent employer

Interviewing

Interviewing people costs money. As a result, after candidates are selected, good use of time is critical to making sure the interview process allows for selection of the right candidate. In an unstructured interview, questions are changed to match the specific applicant; for example, questions about the candidate's background in relation to their résumé might be used. In a structured interview, there is a set of standardized questions based on the job analysis, not on individual candidates' résumés. While a structured interview might seem the best option to find out about a particular candidate, the bigger concern is that the interview revolves around the specific job for which the candidate is interviewing.

Types of Interviews

1. Traditional interview.

This type of interview normally takes place in the office. It consists of the interviewer and the candidate, and a series of questions are asked and answered.

2. Telephone interview.

A telephone interview is often used to narrow the list of people receiving a traditional interview. It can be used to determine salary requirements or other data that might automatically rule out giving someone a traditional interview.

For example, if you receive two hundred résumés and narrow these down to twenty-five, it is still unrealistic to interview twenty-five people in person. At this point, you may decide to conduct phone interviews of those twenty-five, which could narrow the in-person interviews to a more manageable ten or so people.

3. Panel interview.

A panel interview occurs when several people are interviewing one candidate at the same time. While this type of interview can be nerve racking for the candidate, it can also be a more effective use of time. Consider some companies who require three to four people to interview candidates for a job. It would be unrealistic to ask the candidate to come in for three or four interviews, so it makes sense for them to be interviewed by everyone at once.

4. Information interview.

Informational interviews are usually used when there is no specific job opening, but the candidate is exploring possibilities in a given career field. The advantage to conducting these types of interviews is the ability to find great people ahead of a job opening.

5. Meal interviews.

Many organizations offer to take the candidate to lunch or dinner for the interview. This can allow for a more casual meeting where, as the interviewer, you might be able to gather more information about the person, such as their manners. This type of interview might be considered an unstructured interview since it would tend to be more of a conversation as opposed to a session consisting of specific questions and answers.

6. Group interview.

In a group interview, two or more candidates interview at the same time. This type of interview can be an excellent source of information if you need to know how they may relate to other people in their job.

7. Video interviews.

Video interviews are the same as traditional interviews, except that video technology is used. This can be cost saving if one or more of your candidates are from out of town. Skype, for example, allows free video calls. An interview may not feel the same as a traditional interview, but the same information can be gathered about the candidate.

8. Nondirective interview (sometimes called an unstructured interview).

In a non-directive interview, the candidate essentially leads the discussion. Some very general questions that are planned ahead of time may be asked, but the candidate spends more time talking than the interviewer. The questions may be more open-ended; for example, instead of asking, "Do you like working with customers?" you may ask, "What did you like best about your last job?" The advantage of this type of interview is that it can give candidates a good chance to show their abilities; however, the downside is that it may be hard to compare potential candidates, since questions are not set in advance. It relies on more of a "gut feeling" approach.

Testing and Selecting

Besides the interview, we can also look at several other aspects that may predict success on the job. If any test is to be criteria for measuring a candidate, this should be communicated to each person interviewing, and criteria should be developed on specific test scores and expectations before interviewing and testing begins.

Testing

A variety of tests may be given upon successful completion of an interview. These employment tests can gauge a person's KSAOs in relation to another candidate. The major categories of tests include the following:

- Cognitive ability tests
- Personality tests
- Physical ability tests
- Job knowledge tests
- Work sample

Selection Methods

Sample Selection Model, with Sample Scores and Weighting Filled In

Job Criteria	Rating*	Weight**	Total	Comments
Dress	4	1	4	Candidate dressed appropriately.
Personality	2	5	10	Did not seem excited about the job.
Interview questions				
Give an example of a time you showed leadership.	3	3	9	Descriptive but didn't seem to have experience required.
Give an example of when you had to give bad news to a client.	0	5	0	Has never had to do this.
Tell us how you have worked well in a team.	5	4	20	Great example of teamwork given.
Score on cognitive ability test.	78	5	390	Meets minimum required score of 70.
Work sample rating.	5	5	25	Excellent work samples.
			458	

*Rating system of 1-5, with 5 being the highest
**Weighting of 1-5, with 5 being the most important

Summary

Throughout this part, you were able to:

- Defend the recruitment process – strategies
- Explain the selection process with résumé review, interviewing and testing and selecting