

Chapter Review

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Recruitment and Selection

Objectives...

- 1 evaluate the importance of recruitment and selection in organisations
- 2 distinguish the typical stages of the recruitment and selection process
- 3 list the typical content of a job description
- 4 discuss the content of a candidate profile
- 5 describe the common selection methods (application forms, interviewing, psychological testing and assessment centres)
- 6 evaluate the job interview as a selection approach
- 7 discuss the need for and methods to assure fairness in selection

Key Terms

Employee resourcing

Resourcing is the process by which people are identified and allocated to perform necessary work. Resourcing has two strategic imperatives: first, minimizing employee costs and maximizing employee value to the organization; secondly, obtaining the correct behavioural mix of attitude and commitment in the workforce

Psychological contract

An unwritten agreement that sets out what management expects from an employee and vice versa

Recruitment

Locating, identifying, and attracting capable applicants

Selection

Screening job applicants to ensure the most appropriate candidates are hired

30. In this chapter we described the resourcing process in terms of recruitment, selection and appointment. Key recruitment activities include identification of a vacancy and the job analysis, identification of where likely candidates may be found, advertising, documentation and initial sifting. Many of the outputs from the recruitment sub process form inputs to the selection process which aims to identify, from those coming forward, the individual(s) most likely to fulfil the requirements of the organisation. The cornerstone of effective selection is the job analysis which defines the assessment criteria. Selection processes are designed on the assumption that there are job relevant individual differences between people, which can be assessed. A range of selection methods were described and the need for fairness argued. The output of the selection process is the identification of the chosen applicant(s). A job offer is made and an employment contract issued and signed. At this point, other aspects of the HR system associated with induction and employee retention are employed.

