

Chapter MP3 script 43

Recruitment and Selection

In this recording we summarise the content of chapter 43 Recruitment and Selection. Studying this chapter should help you evaluate the importance of recruitment and selection in organisations; distinguish the typical stages of the recruitment and selection process; list the typical content of a job description; discuss the content of a candidate profile; describe the common selection methods (application forms, interviewing, psychological testing and assessment centres); evaluate the job interview as a selection approach; discuss the need for and methods to assure fairness in selection; .

Introducing the chapter, the authors start with 1. In chapter 20 we discussed HR Planning, defining it as 'a rational approach to the effective recruitment, retention, and deployment of people within an organisation, including, when necessary, arrangements for dismissing staff'. HR Planning identifies staffing needs and is therefore an input to the resourcing process. In other chapters we have noted the strategic importance of recruitment in securing talent for competitive advantage (see previous chapter) and as a means to develop organisational culture. The previous chapter also discussed the HR (people management) system. This chapter outlines the typical stages of the recruitment and selection process in organisations, and considers certain aspects of the process in greater detail. Some practitioners and scholars use the concept of resourcing to describe three main areas of HR activity: recruitment, selection and appointment, (Martin 2010). Others use this concept more broadly to include the process by which people are identified and allocated to perform necessary work.

2. It will be helpful to distinguish 'recruitment' from 'selection'. The aim of recruitment is to ensure that the organisation's demand for employees is met by attracting potential employees (candidates) in a cost-effective and timely manner; recruitment focuses on the identification of a vacancy (job analysis), identifying where likely candidates may be found, advertising, documenting and initial sifting. This is followed by selection. The aim of selection is to identify, from those coming forward, the individual(s) most likely to fulfil the requirements of the organisation. Selection methods include application forms and CVs, interviews, psychometric testing, assessment centres and references. In simple terms, recruitment is concerned with attracting applicants, and selection is concerned with screening those applicants and choosing the preferred one(s). The final stage of the selection process should be identification of the chosen applicant(s) for the job(s). Typically a job offer is made to the preferred applicant. If the job offer is accepted then the applicant is appointed. An outline of the resourcing process is shown in figure 43.1.

[Insert Figure 43.1 Resourcing process here]

Activities may be performed by the manager owning the vacancy, HR or may be outsourced. Furthermore, they may be enabled by internet and database technologies. We discuss each stage of the process in this chapter..

The key concepts discussed within this chapter are:

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; .

Other terms discussed include:

Application forms (blanks); Assessment centres; Biodata; Competency-based approach; Halo (or horns) effect; job analysis; Job Description; Person specification; Psychometric tests; Stereotyping; .

Summarising and concluding, the author(s) make the following comments - 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..

We have now reached the end of the chapter 'Recruitment and Selection'.

There are a number of references for this chapter where further reading opportunities are identified for you.

Additionally, there are questions or activities to help develop and test your understanding of this chapter