

HR Selection in Carlson - selecting a CEO

Case duration (Min): **45-60**

Human Resource Management (HRM)

Selection

Recruitment

Worldwide

Case summary:

The aim of the case is to explore, in theory, what recruitment/ selection process exists and then provide an example of the recruitment and selection process in practice. Questions establish the importance of the process, discuss its implementation and the difference between recruitment and selection.

Whereas recruitment is concerned with generating a candidate pool, selection is about evaluating and deciding upon an individual's suitability for a particular job.

Learning objectives:

Explain and Evaluate the recruitment/ selection process.

Explain the role of recruitment and selection in developing human capital advantage within organizations.

Case problem:

How does the organization (process, activities and decisions) fill job vacancies with the right people?

Restaurants

Company

Carlson Companies

<http://www.carlson.com>

The Carlson Companies were founded in 1938, by Curt Carlson, as the Gold Bond Stamp Company. Headquartered in the United States, Carlson Companies (Carlson) is a privately held international corporation within the hotel, marketing, restaurant, and travel industries. Carlson brands and services, including franchised operations, employ approximately 160,000 people in nearly 150 countries. One of the largest family-held corporations in the US, company sales are typically around \$40 billion. Curt Carlson died in 1999, and the position of CEO was taken up by his daughter, Marilyn Carlson Nelson.

First, if you are taking a taught management course then consult with your tutor and ensure that the case has not been scheduled into a teaching class or tutorial. If it has not:

1. Play/ read the media associated with the case. You may need to access the Internet and enter a URL to locate any video clips.
2. Attempt the Case study questions.

Consider attempting the case study as a group exercise; you could form a study group with fellow students.

3. Check the suggested answers - remember these are suggestions only and there are often many possible answers.

Discuss questions and answers with other students.

4. If you feel your answer(s) were weak then consider reading the relevant suggested readings again (also see the case study suggested references).

Title/ Media type

URL/ Media description

How to Hire a Good 'Fit'.

http://feedroom.businessweek.com/?fr_story=74c7335b991ca8d6206e4110601569ed7597e4f4&rf=bm

Film

Cutting the shortlist down to one.

The shortlist of candidates for your next executive hire includes talented, accomplished executives. In this video clip the presenter briefly outlines how to select the best on that list for your company's needs.

The presenter emphasises the selection choice as a crucial decision and provides a high level overview of the activities leading up to this decision. The organization must start by defining requirements (captured in the job description). The author then skips the advertising/ short listing tasks and discusses interviewing and other selection activities (psychological assessments, personality 'tests' and skills analysis).

Marilyn Carlson on CEO Selection.

http://feedroom.businessweek.com/?fr_story=e1f35def00e473b7e41b00948cd7630b06f00b6f&rf=bm

Film

The Chairman and former CEO talks about the hospitality and travel company's search for a Chief Executive.

Marilyn Carlson, through the story of recruitment of a CEO at her company, describes a professional process for recruitment and selection. In this example, due to the importance of the CEO role, a detailed and thorough process is described. However, the process described is typical of the activities and decisions required for any recruitment and selection decision. Steps in the recruitment process include: establishing the position/writing a job description and person specification (an external search consultancy was used), choosing selection methods/ criteria and forming the panel (in this case the Board), preparing the job advertisement, shortlisting candidates (internal and external), interviewing, checking references and making a job offer. Marilyn Carlson stresses the need for a professional process and a defined time frame.

NOTES:

Case study questions...

Action	Pre/During/After class
1 RECRUITMENT AND SELECTION IS HIGHLY IMPORTANT. You are the HR Director of a large MNC, having a chat over coffee with a fellow Director. Persuade your colleague that recruitment and selection is highly important - Identify the key arguments you would use.	During
2 THE RECRUITMENT AND SELECTION PROCESS. Drawing on the first film clip and your studies, outline the recruitment and selection process.	During
3 REQUIREMENTS. Job Content – what should you look for in a candidate (discuss comments made in the first film clip – “fit for culture” OR “all the right experiences”)?	During
4 CONTEXTUAL INFORMATION. In the second film, Marilyn provides quite a lot of contextual information – why is an understanding of the context an important prerequisite of the recruitment and selection process activities?	During
5 SELECTION METHODS. With reference to the video clips and your text books, identify a range of selection methods. Identify and discuss factors which might influence the choice of selection technique.	During
5 RECRUITMENT AND SELECTION. Highlight the difference between recruitment and selection – what is the selection process really about?	During
7 ASSESSMENT. Discuss the role of personality measurement in the recruitment process: should a candidate's personality trait/ scores be used to select/ deselect them? Do you believe that personality can be measured? How helpful is personality assessment in enabling a manager to make predictions about a potential employee's future job performance? How valuable is personality assessment in enabling a careers guidance counsellor to advise clients effectively on suitable and unsuitable career options?	During

Answers...

SELECTION

Screening job applicants to ensure the most appropriate candidates are hired

RECRUITMENT

Process of identifying and attracting a qualified pool of applicants for vacant positions

HUMAN RESOURCE MANAGEMENT

a managerial perspective, with theoretical and prescriptive dimensions, which argues for the need to establish an integrated series of personnel policies consistent with organization strategy, thus ensuring quality of working life, high commitment and performance from employees, and organizational effectiveness and competitive advantage (see personnel management).

JOB ANALYSIS

The process by which the job description is derived, describing the total requirements of the job, which then leads to the person specification for that job.

JOB CONTENT

The elements of a job as reflected in its description. Job stress The discomfort experienced by individuals in performing their jobs.

JOB DEFINITION

determining the task requirements of each job in the organization. It is the first decision in the process of organizing.

JOB DESCRIPTION (OR POST PROFILE)

a summary statement of what an individual should do on the job.

Question/ Answer

1 Recruitment and selection is highly important.

You are the HR Director of a large MNC, having a chat over coffee with a fellow Director. Persuade your colleague that recruitment and selection is highly important - Identify the key arguments you would use.

Discuss: Opportunity to access talent and gain competitive advantage (RBV and sustainable advantage – rare, non-substitutable, can't be imitated); cost of getting selection decisions wrong.

2 The recruitment and selection process.

Drawing on the first film clip and your studies, outline the recruitment and selection process.

Steps in the recruitment process include: establishing the position/ writing a job description and person specification, choosing selection methods/ criteria and forming the panel, preparing the job advertisement, shortlisting candidates, interviewing, checking references and making a job offer.

3 Requirements.

Job Content – what should you look for in a candidate (discuss comments made in the first film clip – “fit for culture” OR “all the right experiences”)?

Students should discuss the general and the specific i.e. general competencies and an ability to ‘fit’ in with the organization; critical skills and attributes, predictors of performance, likelihood of staying, Students may discuss the job-based approach or an approach that focuses on the person and their qualities i.e. person-organization fit.

4 Contextual information.

In the second film, Marilyn provides quite a lot of contextual information – why is an understanding of the context an important prerequisite of the recruitment and selection process activities?

Students should describe an external context (labour market, employment law, culture) and internal context (culture, strategy, structure, cost of process and budgetary constraints, local practices) and link it to the activities in the recruitment process, defined in question 2.

5 Selection methods.

With reference to the video clips and your text books, identify a range of selection methods. Identify and discuss factors which might influence the choice of selection technique.

Screening applications against job criteria (shortlisting/ paper sift), tests, assessment centres, interviews, references.

Factors that might influence the choice of selection technique: nature and level of vacancy, cost, ease of implementation and the extent to which it accurately predicts performance.

5 Recruitment and selection.

Highlight the difference between recruitment and selection – what is the selection process really about?

Whereas recruitment is concerned with generating a candidate pool, selection is about evaluating and deciding upon an individual's suitability for a particular job.

The selection process is really about coming to some prediction about a candidate's likely performance in the advertised role. The overall objective is to gather sufficient information about each candidate in order to be able to make a decision.

7 Assessment.

Discuss the role of personality measurement in the recruitment process: should a candidate's personality trait/ scores be used to select/ deselect them? Do you believe that personality can be measured? How helpful is personality assessment in enabling a manager to make predictions about a potential employee's future job performance? How valuable is personality assessment in enabling a careers guidance counsellor to advise clients effectively on suitable and unsuitable career options?

Many HR professionals agree that personality measurement may provide one piece of information that would facilitate a selection decision; the information is more likely to benefit careers guidance.

Cole, G A. and Kelly, P P. (2011) 'Management Theory and Practice', Ed. 7. Cengage EMEA.

Dowling, P J., Festing, M. and Engle, A D. (2008) 'International Human Resources Management', Ed. 5. Cengage Learning EMEA.

Kelly, P P. (2009) 'International Business and Management', Cengage Learning EMEA.

Lucas, R., Lupton, B. and Mathieson, H. (2007) 'Human Resource Management in an International Context', CIPD.