

Prof. Massimiliano Pellegrini

Recruitment and selection processes (1): Chapter 05 Recruiting Talented Employees

Stewart & Brown 2008: Human Resource Management: Linking Strategy to Practice, HRM & OB module 2017/2018



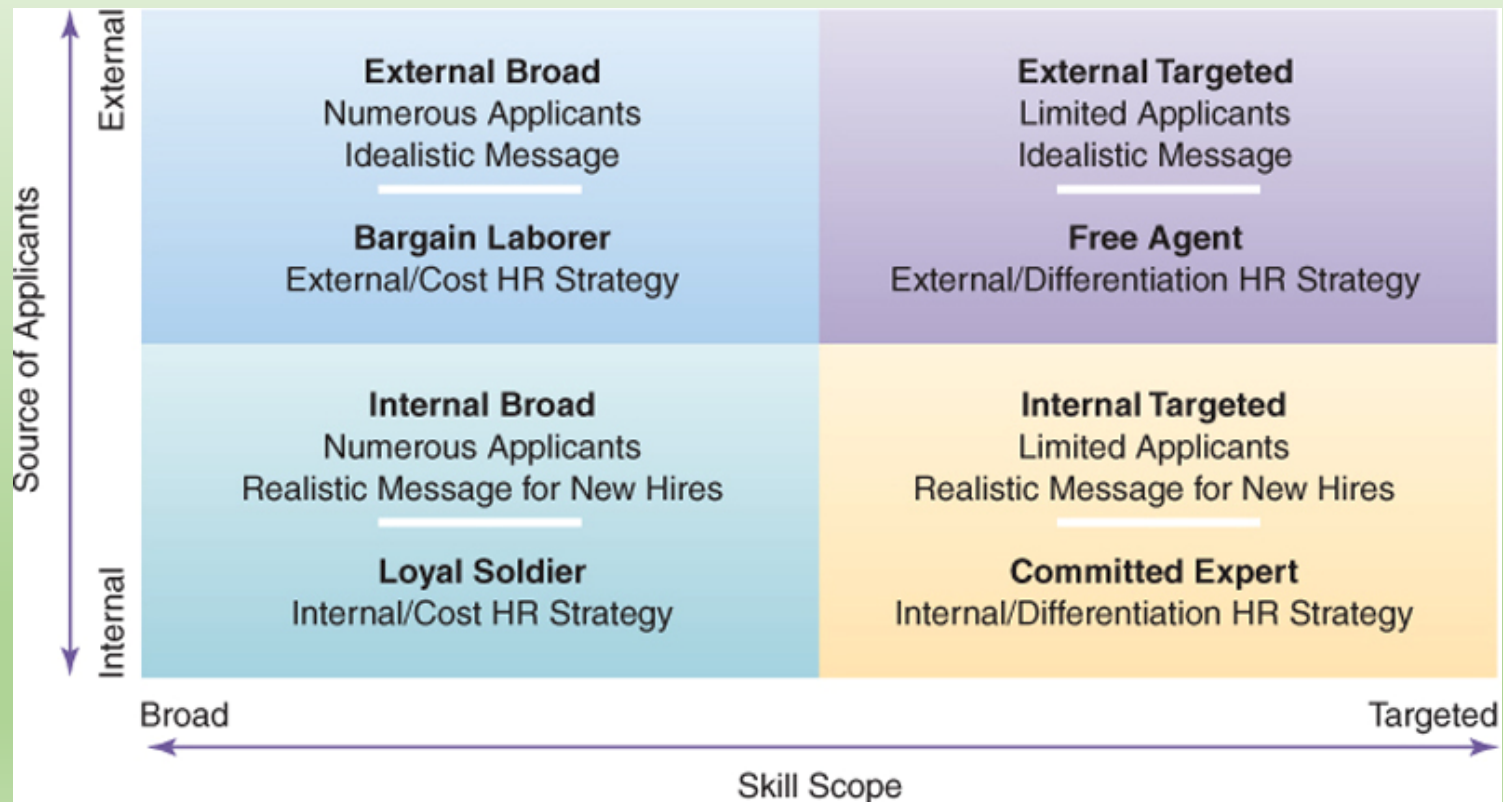
Strategic recruiting (1)

- **Employee recruiting** is the process of identifying and attracting people to work for an organization.
- A strategic approach to recruiting helps an organization to become an employer of choice and thereby obtain and keep great employees.

Strategic recruiting (2)

- There are two **approaches**:
 - **Broad scope**, which represents a set of work skills that a lot of people have.
 - **Targeted scope**, which represents a set of skills that only a few people have.
- There are two **sources**:
 - **Internal sourcing** seeks to fill job openings with people who are already working for the organization.
 - These are current employees who are ready for promotions or for different tasks.
 - **External sourcing** of recruits seeks to fill job openings with people from outside the organization.
 - Primary sources of recruits are other organizations.

Strategic recruiting (3): Strategic Framework



Organizational Attractiveness

- The four general characteristics that attract applicants to organizations are:
 1. **Familiarity**
 2. **Compensation**
 3. **Specific job traits**
 4. **Recruiting sources**

Recruitment Sources

- Organizations use a variety of sources to find job applicants.
 - Some sources, such as referrals from current employees, are relatively **informal**.
 - Other sources, such as professional recruiters, are more **formal**.
- Some of the various sources are as follows:
 - job posting, employee referrals, print advertising, electronic recruiting, employment agencies, and campus recruiting.

Effective Recruiting (1)

- Four common measures include:

1. **Cost**
2. **Time**
3. **Quantity**
4. **Quality**

Effective Recruiting (2)

- The most frequently used measures of recruiting combines assessments of cost and quantity.
 - One measure is **cost per hire**, which is calculated by dividing the total cost of a particular search by the number of hires it provides.
 - The other is **cost per applicant**, which is calculated by dividing the cost of a recruiting method, such as a newspaper advertisement, by the number of people who respond.

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Recruitment and selection processes (2): Chapter 06 Selecting Employees Who Fit

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Employee selection (1)

- **The process of choosing people to bring into an organization.**
- Effective selection provides benefits to an organization
 - It can improve the effectiveness of other human resource practices and prevent numerous problems.
 - For example; motivated employees who fit with the organizational culture can reduce disciplinary problems and diminish costs associated with replacing employees who quit.

Employee selection (2): Strategic Framework

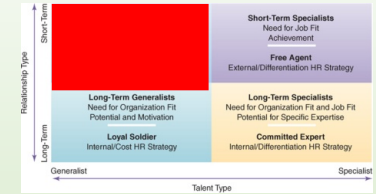


Short-term generalists (1)



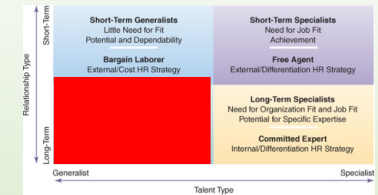
- **Short-term Generalists** provide a variety of different inputs, but do not have areas of special skill or ability.
- This is associated with the Bargain Laborer HR strategy:
 - Most positions are filled by hiring people away from other organizations.
 - The goal is to select people who can perform simple tasks that require little specialized skill.

Short-term generalists (2): Benefits



- People without specialized skills do not generally demand high compensation, which keeps payroll costs as low as possible.
- Because STGs lack specific expertise, they are usually more willing to work in routine jobs and do whatever they are asked.
- The number of employees working for the organization can be flexed up or down as demand increases or decreases.

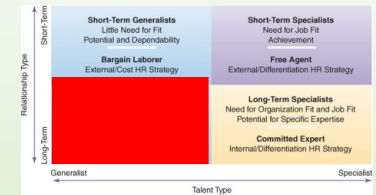
Long-term Generalists (1)



- **Individuals who have developed skills** and knowledge concerning how things are done in a specific organization.
- LTGs are beneficial for organizations using the Loyal Soldier HR strategy.
- HR strategy is focused on keeping employees once they are hired.

Long-term Generalists (2): benefits

- Lack of specific expertise allows firms to reduce payroll costs.
- Employees have develop skills and abilities that are only valuable to the specific organization, reducing the likelihood that they will move to another one.
- Reduction in the recruitment, selection and training expenses.
- They tend to develop relationships and form a strong sense of commitment to the organization.

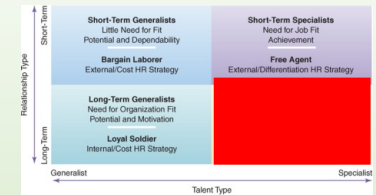


Long-term Specialists (1)



- These are people **who have an expertise in a particular area**. Such as Accounting, Marketing, HR, and so on.
- The use of long-term specialists fits the Committed Expert HR strategy.
- People are hired even if they have not yet developed all the skills needed to perform the job, as long as they are committed to advancing within a specific profession.

Long-term Specialists (2): Benefits



- It enables organizations to create and keep a develop talent.
- Employees are given the time and assets to develop the skills they need to be the best at what they do and add value back to the organization.

Short-term Specialists (1)



- Are employees **who provide specific inputs for relatively short periods of time.**
- Associated with the Free Agent HR strategy.
- Staffing is aimed at hiring people who have already developed skills that they can bring innovations to the organization.

Short-term Specialists (2): Benefits



- Employees provide services relatively short periods of time.
- Allows the organization to quickly acquire needed expertise, without waiting for hires to acquire the skills.
- The organization pays premium prizes for this knowledge and skills but makes no long-term commitments and both parties can end the employment relationship at anytime.

Selection methods (1)



Selection methods (2)

- The three most common methods used are:
 - **Testing**
 - **Information Gathering**
 - **Interviewing**

Selection methods (3): Testing

- Tests measure knowledge, skill, and ability, as well as other characteristics, such as personality traits.
- Types of Tests:
 - **Cognitive Ability testing.** It measures learning, understanding, and ability to solve problems. e.g. Intelligence Tests.
 - **Personality testing.** It measures patterns of thought, emotion, and behavior. e.g. Myers Briggs, Pathfinder, and so on.
 - **Physical Ability testing.** It assesses muscular strength, cardiovascular endurance, and coordination.
 - **Integrity testing** It assesses the likelihood that applicants will be dishonest or engage in illegal activity.
 - **Work Sample testing (Assessment Center)** It measures performance on some element of the job such as keyboarding or role playing.

Selection methods (4): Information Gathering

- **Common methods for gathering information** include application forms and résumés, biographical data, and reference checking:
 - **Application Forms and Résumés** - Generally they ask for information such as address and phone number, education, work experience, and special training.
 - **Biographical data** - historical events that have shaped a person's behavior and identity.
 - **Reference Checking** - involves contacting an applicant's previous employers, teachers, or friends to learn more about the applicant. Issues with reference checking:

Selection methods (4): Interviewing

- **The interview is the most frequently used selection method.**
- Interviewing occurs when applicants respond to questions posed by a manager or some other organizational representative (interviewer).
- Typical areas in which questions are posed include education, experience, knowledge of job procedures, mental ability, personality, communication ability, social skills.

Selection methods (5): Types of Interviews

- **Structured Interviews** - uses a list of predetermined questions. All applicants are asked the same set questions. There are two types of structured interviews.
 - **Situational interview**, in which the interviewer asks questions about what the applicant would do in a hypothetical situation .
 - **Behavioral interview**, in which the questions focus on the applicant's behavior in past situations.

Selection methods (6): Types of Interviews

- **Unstructured Interviews** - open ended questions are used such as "Tell me about yourself".
- This allows the interviewer to probe and pose different sets of questions to different applicants.

Selection Decision (1)

- The focus is on two factors:
 - **Job-based fit** → it seeks to match an individual's abilities and interests with the demands of a specific job.
 - **Organization-based fit** → it is concerned with how well the individual's characteristics match the broader culture, values, and norms of the firm.

Selection decisions (2)

- Decision can be made using one of the following methods.
 - **Predictor Weighting** – it combines a set of selection scores into an overall score in which some measures count more than others.
 - **Minimum Cutoffs Approach** – it requires that each applicant have at least a minimum score on each selection method. An applicant who is very weak on any of the measures will not be hired.
 - **Multiple Hurdle Approach** - applicants must meet the minimum requirement of one selection method before they can proceed to the next.
 - **Banding Approach** - uses statistical analysis to identify scores that may not be meaningfully different.