Recruitment and Selection

Session Objectives:

1. The student will be able to understand ‘Selection’ as the best fit between job competency requirement and best profile applicant.
2. The student will be able to understand the predictor-Criterion model used for selection of candidates and other related models such as Multiple cutoff and Multiple hurdles.
3. The student will be able to understand and describe the several tools and techniques used for screening and selection of applicants.
4. The student will be able to identify and analyze the usefulness of the selection tools as well as its limitations.

**Recruitment:**

**Recruitment** refers to the process of attracting, screening, selecting, and onboarding a qualified person for a job. The stages of the recruitment process include: job analysis and developing a person specification; the sourcing of candidates by networking, advertising, or other search methods; matching candidates to job requirements and screening individuals using testing (skills or personality assessment); assessment of candidates' motivations and their fit with organizational requirements by interviewing and other assessment techniques. The recruitment process also includes the making and finalizing of job offers and the induction and onboarding of new employees.

**Recruitment Sources:**

There are two sources namely

**Internal Source**:

* **Present Employees:**

It includes promotions and transfers from among the present employees can be a good source of recruitment. Promotion to higher positions has several advantages. The other way to recruit from present employees is transfer without promotion.

* **Employee Referrals:**

Employees can develop good prospects for their families and friends by acquainting them with the advantages of a job with the company. Some companies also offer “finders fee” in the form of monetary incentives for a successful referral.

* **Former Employees**:

These are also an internal source as some retired employees may be willing to come back to work on a part-time basis or may recommend someone who would be interested in working for the company.

* **Previous Applicants**:

Those who have previously applied for the job can be contacted through mails, a quick and inexpensive way to fill unexpected opening.

**External Source:**

* **Employment Exchanges.**

This has been set up all over the country in deference to the provisions of the employment Exchange Act, 1959. These offices are particularly useful in recruiting blue color, white color and technical workers**.**

* **Universities/Institutions:**

Colleges, Universities, research laboratories are fertile ground for recruiters particularly the institutes. These are often expensive process, even if the recruitment process eventually produces job offers and acceptances.

* **Competitors:**

Rival firms can be a source of recruitment popularly called poaching or raiding this method involves identifying the right people in rival companies, offering them better terms and luring them away**.**

* **Advertisement:**

Want ads describe the job and the benefits, identify the employer, and tell those who are interested and how to apply. They are the most familiar form of employment advertising.

General Performance Indicators

Selection Tools and Techniques

Employment Tests

**Employment Interview:**

An interview to determine whether an applicant is suitable for a position of employment.

**Structured (Patterned) Interview:**

**Behavior description Interview**:

A behavioral interview is a job interview focused on discovering how an applicant acted in specific employment-related situations. The logic is that your past performance in the workplace will predict your future performance.

**Situation Interview:**

In many cases, situation based interview questions involve problem solving and handling difficult situations in the workplace. The best way to respond is to provide concrete examples of how you handled a similar situation on the job. That way, you're providing the interviewer with solid information on how you would handle the situation.

**Unstructured Interview:**

These are a method of interviews where questions can be changed or adapted to meet the respondent's intelligence, understanding or belief. Unlike a [structured interview](http://en.wikipedia.org/wiki/Structured_interview) they do not offer a limited, pre-set range of answers for a respondent to choose, but instead advocate listening to how each individual person responds to the question.

The method to gather information using this technique is fairly limited, for example most surveys that are carried out via telephone or even in person tend to follow a structured method. Outside of sociology the use of such interviews is very limited.

**Depth Interview**:

Research technique conducted in person in the field (rather than in the researcher's office) by a trained interviewer for the purpose of learning the motivation of consumers in the purchase decision process. In the unstructured home environment, the interviewer interacts with respondents and encourages them (usually in a one-on-one situation) to freely express their opinions, ideas, feelings, thoughts, and attitudes. The objective is to go beyond the superficial and to probe into consumer behavior. Depth interviews, along with focus group interviews, are helpful in the evaluation of consumer reaction to a product or service.

**Stress Interview**:

Stress Interview, as the name suggests, is the interview in which the interviewers try to 'discomfort' the candidates in various ways and observe how they react to various difficult situations. The interviewer may show 'arrogant / sarcastic / argumentative' attitude and try to put under pressure by making statements .Sometimes the interviewer does not ask any questions. He will be silent and taking some notes about how you are reacting when various questions are being asked.

**Panel Interview**:

A panel job interview takes place when an applicant for employment is interviewed by a panel (group) of interviewers. In some cases, the candidate will meet separately with the panel. In other cases, there will be panel of interviewers and multiple candidates all in the same room. During a typical panel interview where there are multiple candidates interviewing for the same job, the applicants sit behind a long desk and the interviewers sit facing the desk. Each interviewer asks each candidate several questions and possibly asks a follow-up question, as well.

Phone and video interviews.

Video conferencing gives you the opportunity to apply for jobs, even if you can’t fly to the other side of the world at short notice for a face-to-face interview. It’s a great way of making an impact on a future employer and they can also get a sense of what you are capable of.

Common Errors in an Employment Interview

Employment Interview

Selection Decisions

selection tools.