

7 RECRUITMENT AND SELECTION

STRATEGIC RECRUITMENT AND SELECTION

- people are an organisation's most important asset
- quality of recruitment and selection process will decide quality of organisation
- contribute to organisational performance
- must 'fit' the organisation's strategic objectives
- number one challenge and main driver of their business strategies
- impacts: productivity, job satisfaction, motivation retention

RECRUITMENT AND SELECTION ISSUES

- legal requirements
- recruitment methods
- selection methods
- information provided about organisation
- roles of management, HR staff, selection panel and/or consultants in the process

RECRUITMENT

Recruitment: process of seeking and attracting a pool of qualified applicants from which candidates for job vacancies is selected

- identifying, targeting and attracting a suitable pool of applicants requires marketing-related skills
- goal is to get broad pool of suitable people

EFFECTIVE RECRUITMENT

Recruitment is a **two-way** (linking) process:

- attracts candidates that meet the organisation's strategic requirements
- helps candidates to assess whether they meet the job requirement, are interested in position and wanting to join the organisation (realistic job preview)

Recruitment activities are designed to optimise:

1. number of people who apply for vacancies
2. type of people who apply for vacancies
3. likelihood that those applying for vacancies will accept positions they are offered

ATTRACTING THE RIGHT CANDIDATES

- employer branding (an outsider's mental representations of attributes related to organisation as an employer)
- positioning the role (how and where you advertise? How and who will engage with potential candidates?)

INTERNAL APPLICANT SOURCING APPROACHES

- advertising on company intranet
- company newsletters, e-mail alerts
- on noticeboards
- internal talent management processes
- tap on the shoulder
- employee's use of external recruitment sources

EXTERNAL SOURCING APPROACHES

- advertising on job board sites
- traditional newspapers
- professional magazines
- job fairs
- recruitment agencies
- job network
- educational institutions
- employee referrals
- professional associations and trade unions

WRITING JOB ADVERTISEMENTS

How to write?

- attract attention
- be clear and specific
- use action words
- speak directly to them
- don't oversell
- include contact details

What to write?

- about the job
- what they will do
- skills needed
- about the company
- culture and values
- benefits

TECHNOLOGY AND RECRUITMENT

- reach (unlimited exposure)
- cost (align costs with value of recruitment goal)
- speed and accuracy
- flexibility (updated quickly)
- interaction (employer to applicant)
- integrating with HRIS system
- alternatives (company websites and recruitment boards)

JOB SITES: INTERNAL AND EXTERNAL

Internal:

- from job site to LinkedIn
- creates simple employer brand
- encourages action
- relates to your LinkedIn profile
- application linked to HRIS

External:

- key chunks of information
- encourage action
- linkage to advertising
- compare information to traditional print

INNOVATIVE APPROACHES

- large format
- not a traditional job ad
- national weekend paper
- what kind of people would this ad target?

EMPLOYMENT AND RECRUITMENT AGENCIES

Job network: network of private and community employment service providers that is contracted by Australian Government to deliver employment services to unemployed job seekers on Government income support payment

- manage the process to an agreed point
- advantages (time, confidentiality, expertise, reputation)
- includes executive search agencies and 'head hunting'
- can be expensive
- outplacement (help in placing employees who have lost their jobs due to downsizing)

KEY OUTCOMES OF TARGETED RECRUITMENT STRATEGIES

- provide a fair playing field for all potential candidates
- attract right pool: active and passive jobseekers
- build a realistic understanding of the job and company
- retain the ones most likely to be successful

SELECTION

Selection: choosing from a group of applicants the best qualified candidate for a job

- selecting the best person for job requires psychology-related skills
- goal is to optimise 'fit'

SELECTION CRITERIA

Selection criteria: key work-related factors used to make the decision to hire or not to hire a person

Criteria is established through two areas of performance:

- task performance (individual ability to perform job-related tasks)
- contextual performance (incumbent's behaviour at work which promotes positive work environment)

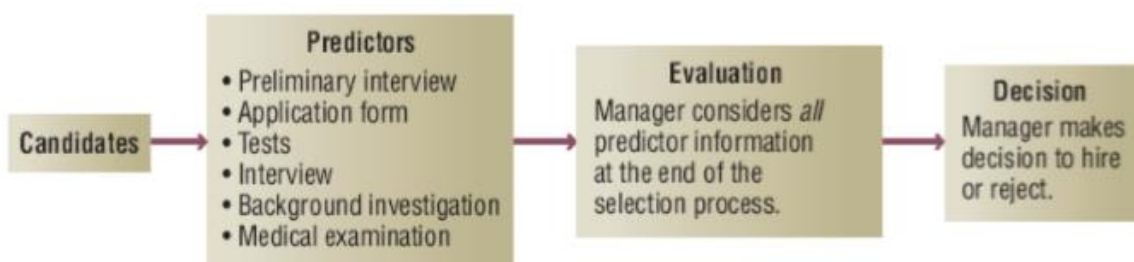
EXAMPLE OF SUCCESSIVE APPROACH

Selection process:

1. application
2. online test
3. online written exercise and one-way video interview
4. interviews
5. offers

TWO APPROACHES TO SELECTION DECISION (STONE 2008)

COMPENSATORY APPROACH



SUCCESSIVE HURDLES APPROACH

