

Human Resources Management

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MGM 243

Lecture 05



Part (2):Staffing the Organization

Recruiting in Labor Markets

Chapter
7

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Chapter
07

Learning Outcomes

After you have read this chapter, you should be able to:

- Identify different ways that labor markets can be identified and approached.
- Identify different strategic recruiting decisions
- Discuss advantages and disadvantages of internal and external recruiting.
- Specify internal and external sources for recruiting.
- Discuss Internet methods and its advantages and disadvantages.
- Discuss factors to consider when evaluating recruiting efforts

Recruiting

- **Recruiting:** Process of generating a pool of qualified applicants for organizational jobs.
- **Employer should:**
 - Know the industry to successfully recruit qualified employees
 - Identify keys to success in the labor market, including competitors' recruiting efforts
 - Cultivate networks and relationships with sources of prospective employees
 - Promote the company brand so that the organization is known as a good place to work
 - Create recruiting metrics to measure the effectiveness of recruiting efforts
 - leverage AI tools for predictive analytics in talent pipelines

Strategic Recruiting Steps



Figure 7-1

Labor Market Components: Key Terms

- **Labor Markets**

- The external supply pool from which organizations attract their employees

- **Labor Force Population**

- All individuals who are available for selection if all possible recruitment strategies are used.

- **Applicant Population**

- A subset of the labor force that is available for selection using a particular recruiting approach.

- **Applicant Pool**

- All persons who are actually evaluated for selection

Labor Market Components

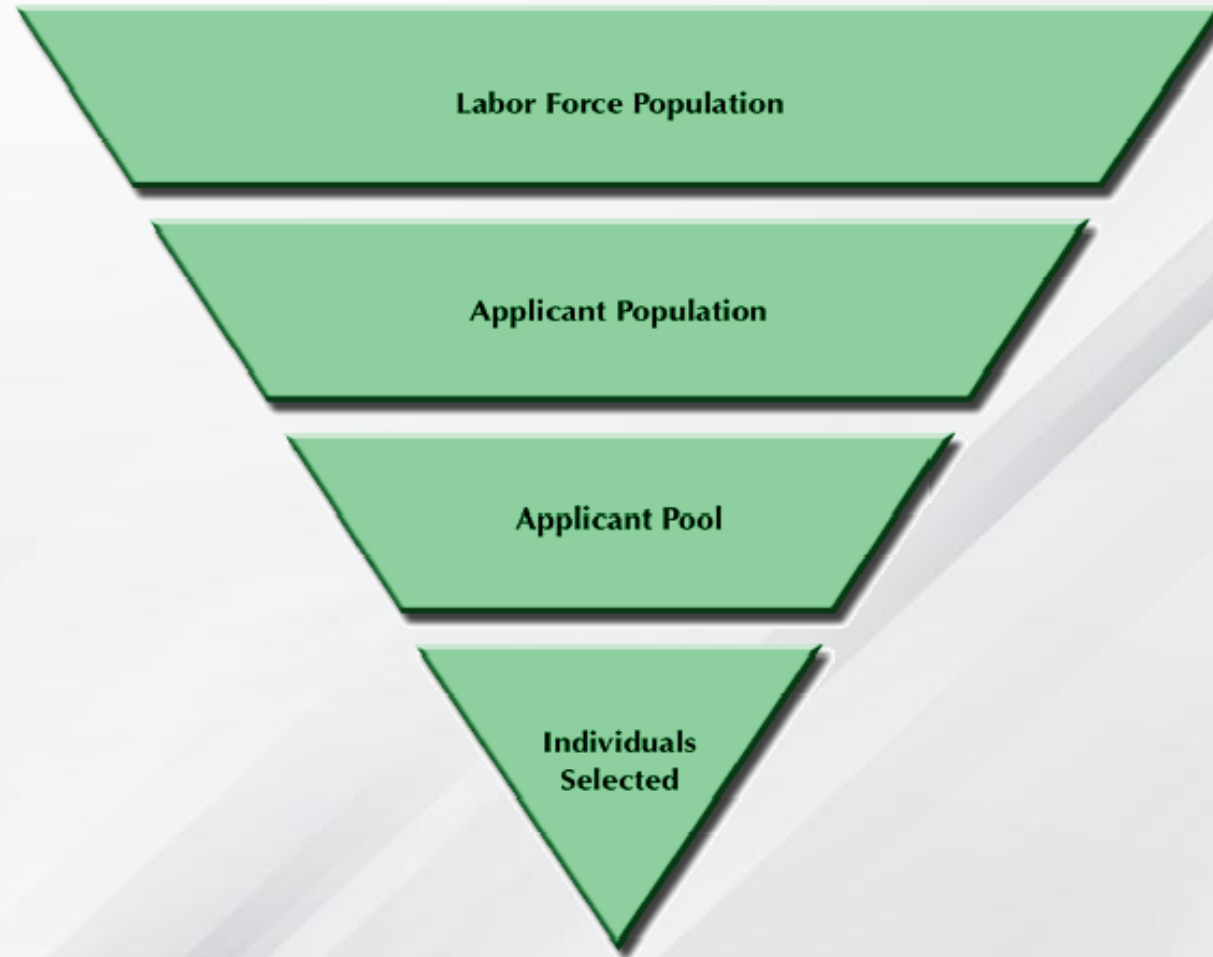


Figure 7-1

Different Labor Markets And Recruiting

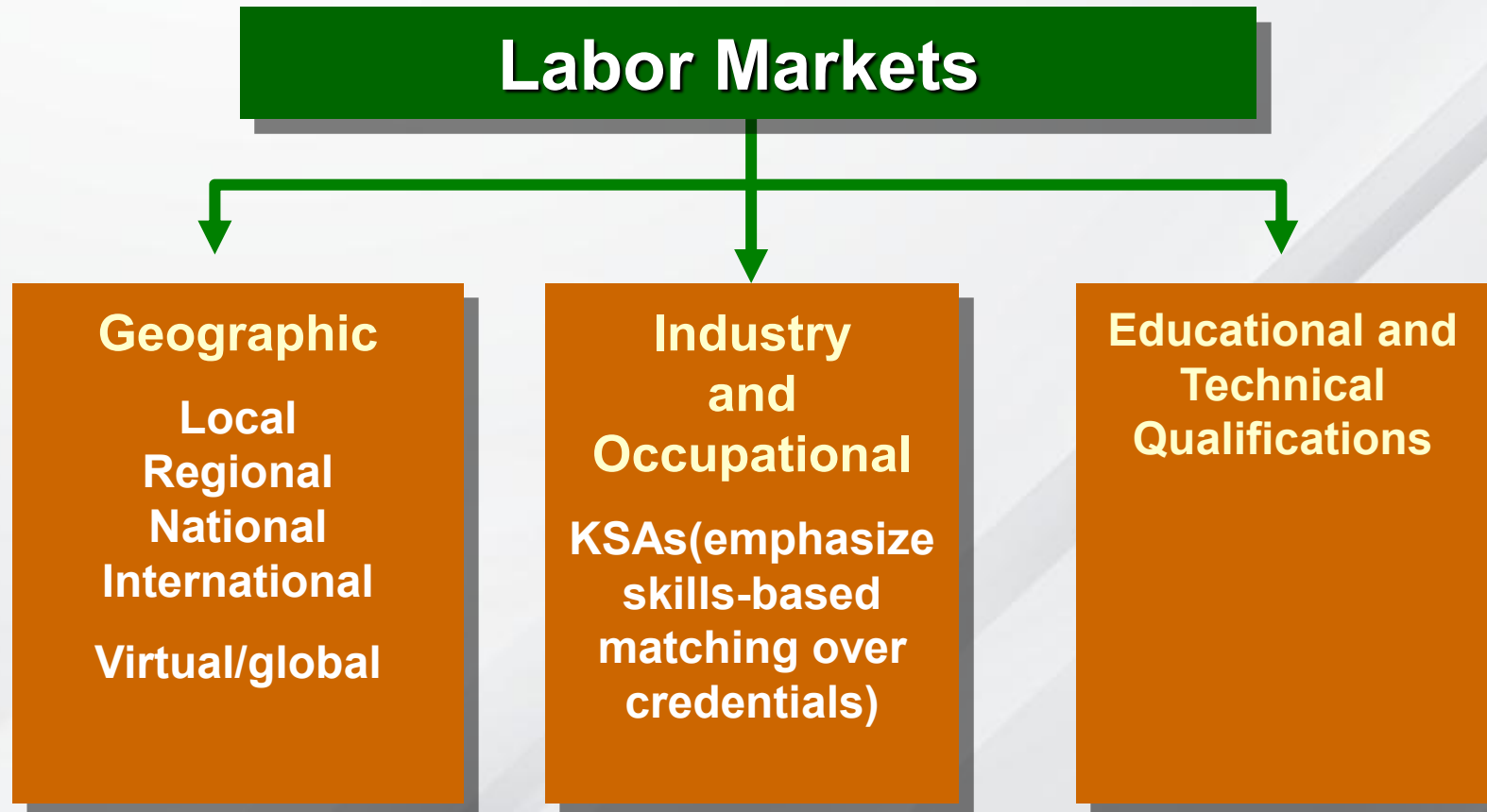


Figure 7-3

Strategic Recruiting Decisions



Figure 7-4

Organizational-Based VS. Outsourcing

Recruitment Outsourcing

Organizations outsource early recruitment tasks — such as job advertising, résumé screening, and initial candidate contact — to specialized vendors, while internal HR manages final hiring stages.

Benefits:

- Faster hiring
- Cost efficiency
- Greater flexibility
- Access to specialized expertise

Emerging Trends:

- AI-powered candidate screening
- Professional Employer Organizations (PEOs)
- Employee leasing and shared employer responsibilities

Recruiting Presence and Image

1. Continuous efforts to recruit offer the advantage of keeping the employer in the recruiting market.
2. Intensive recruiting may take the form of a vigorous recruiting campaign aimed at hiring a given number of employees, usually within a short period of time.

The way the “employment brand” of the organization is viewed by both employees and outsiders is crucial to attracting applicants and retaining employees, who also may describe the organization in positive or negative terms to others.

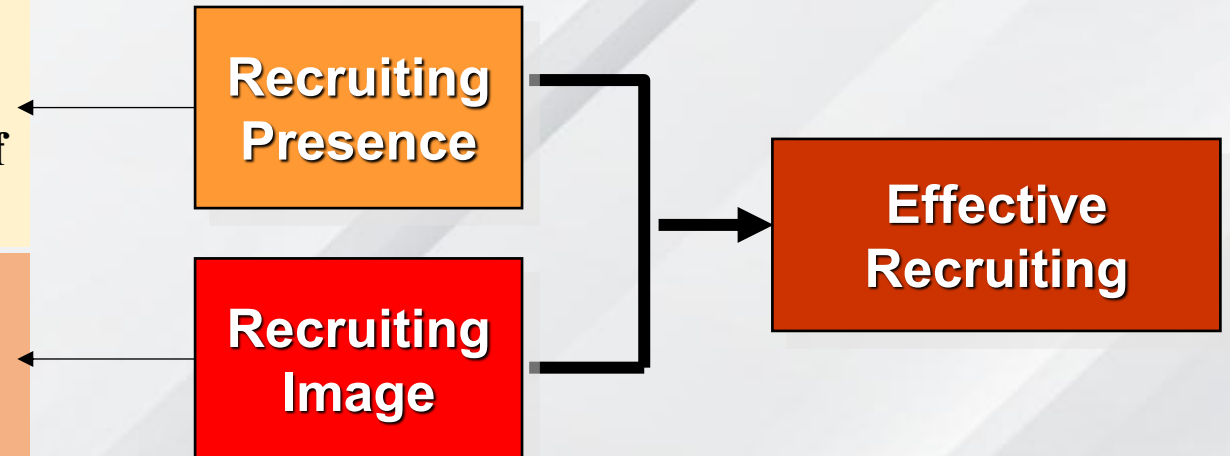


Figure 7–5

Training of recruiters

They should be trained on:

- Interviewing techniques
- Communications skills
- Knowledge of the jobs being filled
- Learn the types of actions that violate EEO regulations and how to be sensitive to diversity issues with applicants
- AI tool usage (e.g., Bias detection in algorithms).

Regular VS. Flexible Staffing

Flexible staffing Use of workers who are not traditional employees. These arrangements can use temporary workers or independent contractors.

- **Temporary Workers** Employers who use temporary employees can hire their own temporary staff members or contract with agencies supplying temporary workers on a rate-per-day or rate-per-week basis.
- **Independent contractors** Workers who perform specific services on a contract basis.

Recruiting and Diversity Considerations



Figure 7-6

Recruiting Nontraditional Workers

Nontraditional sources may include:

- Older workers
- Stay-at-home moms
- Single parents
- Welfare-to-work workers
- Homeless/substance abuse workers
- Workers with disabilities

INTERNAL RECRUITING METHODS

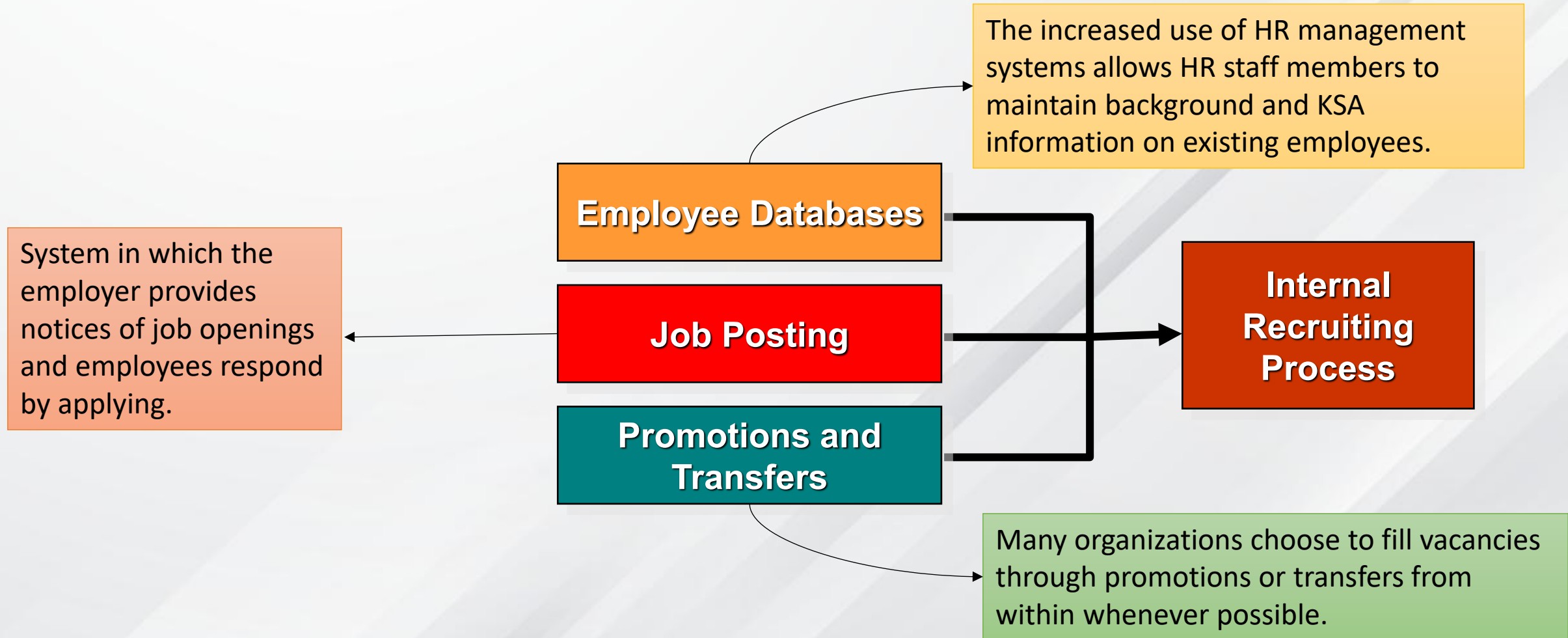


Figure 7-7

Advantages and Disadvantages of Internal and External Recruiting Sources

Recruiting Source	Advantages	Disadvantages
<i>Internal</i>	• <i>Morale of promotee</i> • <i>Better assessment of abilities</i> • <i>Lower cost for some jobs</i> • <i>Motivator for good performance</i> • <i>Causes a succession of promotions</i> • <i>Have to hire only at entry level</i>	• <i>Inbreeding</i> • <i>Possible morale problems of those not promoted</i> • <i>“Political” infighting for promotions</i> • <i>Need for management development program</i>
<i>External</i>	• <i>New “blood” brings new perspectives</i> • <i>Cheaper and faster than training professionals</i> • <i>No group of political supporters in organization already</i> • <i>May bring new industry insights</i>	• <i>May not select someone who will “fit” the job or organization</i> • <i>May cause morale problems for internal candidates not selected</i> • <i>Longer “adjustment” or orientation time</i>

Employee-Focused Recruiting

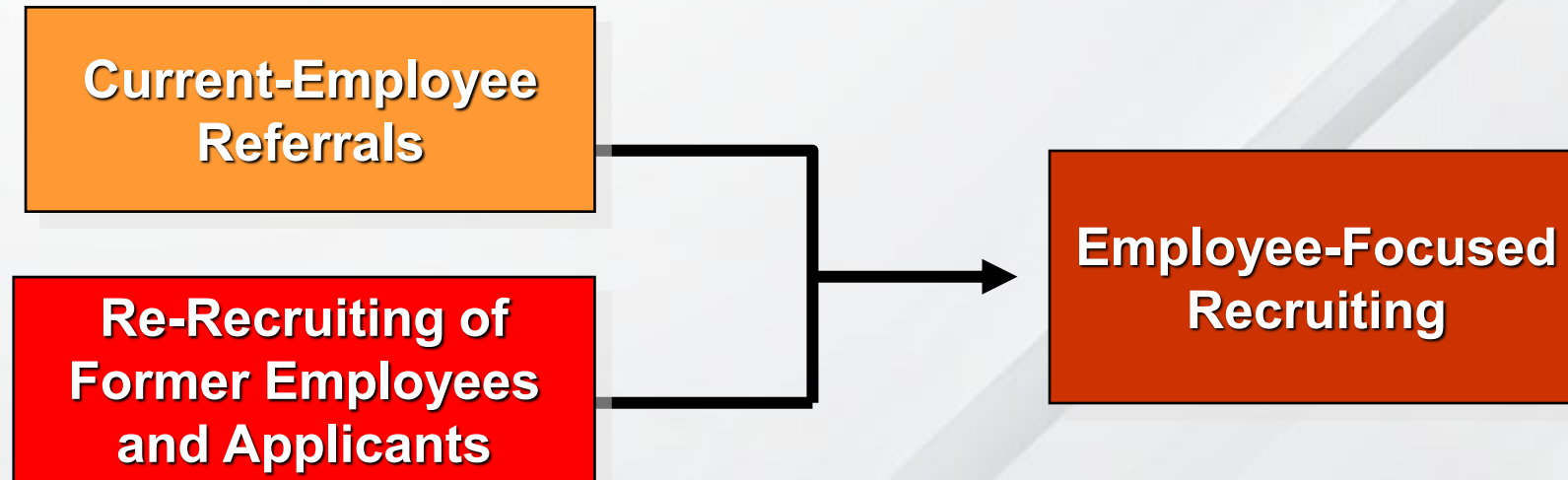


Figure 7-8

External Sources for Recruiting

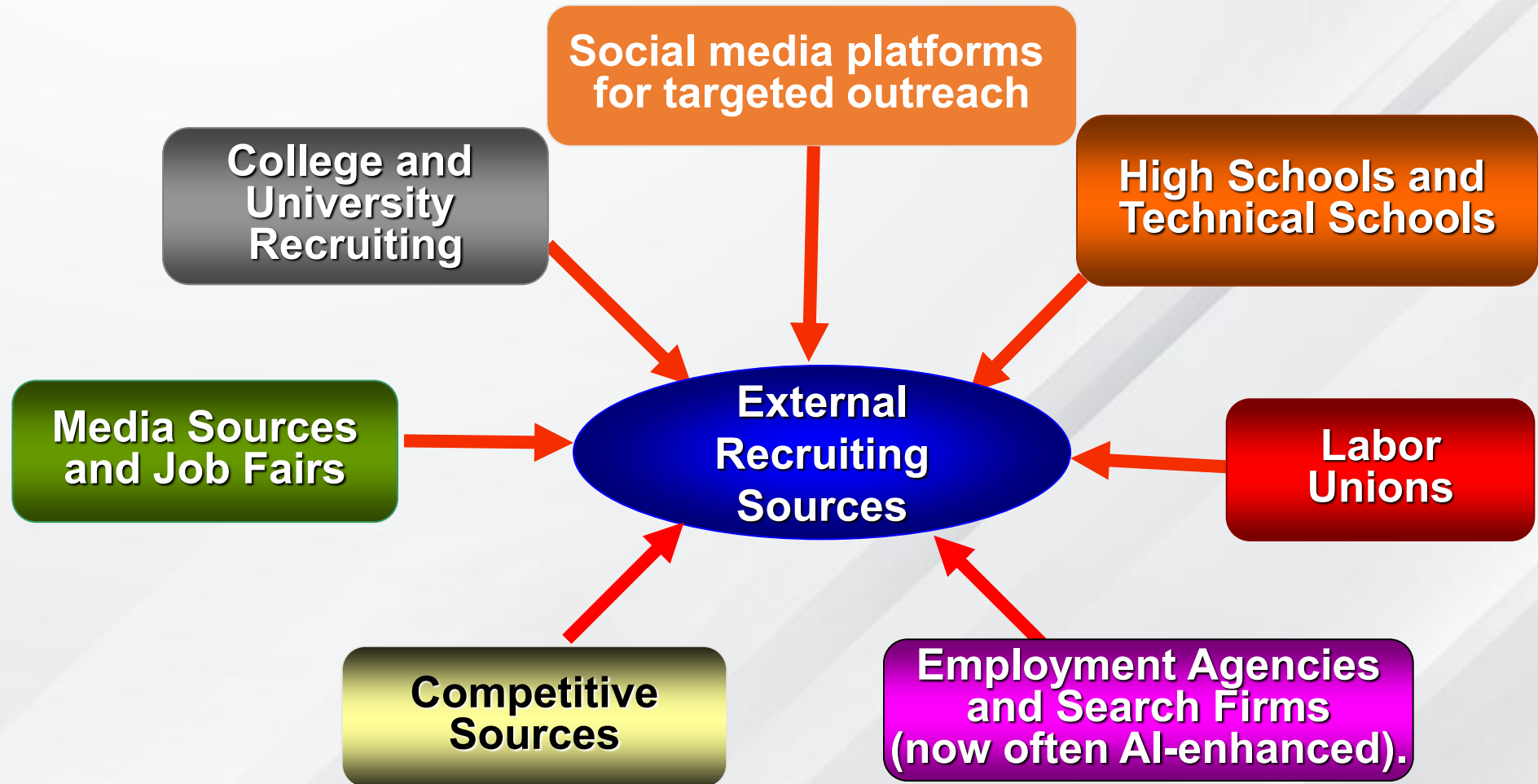


Figure 7-9

What to Include in an Effective Recruiting Ad

What to Include in an

Effective Recruiting Ad



Job & Application Info

- Job title and responsibilities
- Location of the position
- Starting pay range
- Application closing date
- Résumé / cover letter requirements
- Whether calls are welcomed
- Submission instructions



Candidate Qualifications

- Required years of experience
- 3–5 key competencies of ideal candidates
- Educational background
- Technical or soft skills required



Organization Info

- Equal Employment Opportunity (EEO) employer
- Overview of primary business and industry
- Company culture and values
- Growth and development opportunities

Real Example: Google's job ads specify role, location, pay band, required skills, EEO status, and a direct application link — covering all three categories above.

Figure 7-10

INTERNET RECRUITING METHODS



Figure 7-11

INTERNET RECRUITING

• Advantages

- Recruiting cost savings
- Recruiting time savings
- Expanded pool of applicants
- Morale building for current employees

• Disadvantages

- More unqualified applicants
- Additional work for HR staff members
- Many applicants are not seriously seeking employment
- Access limited or unavailable to some applicants

Evaluating Recruiting

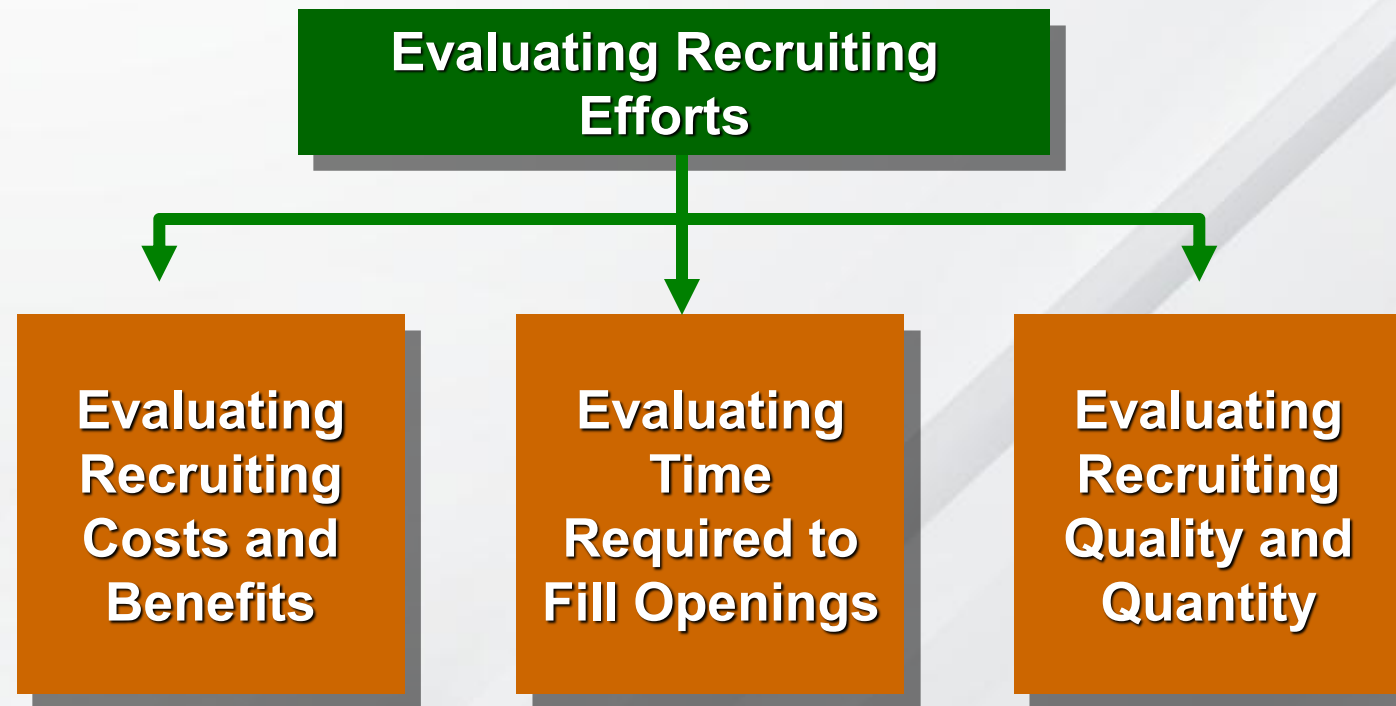


Figure 7-12

Recruiting Evaluation

- **General Areas for Evaluating Recruiting**

- Quantity of applicants
- EEO goals met
- Quality of applicants

- **Yield ratios**

- A comparison of the number of applicants at one stage of the recruiting process to the number at the next stage.

- **Selection rate**

- The percentage hired from a given group of candidates

- **Acceptance Rate**

- Refers to the percentage of applicants who receive a job offer.

- **Success Base Rate**

- Comparing percentage rate of past applicants who were good employees to that of current employees.

Recruiting Evaluation Pyramid

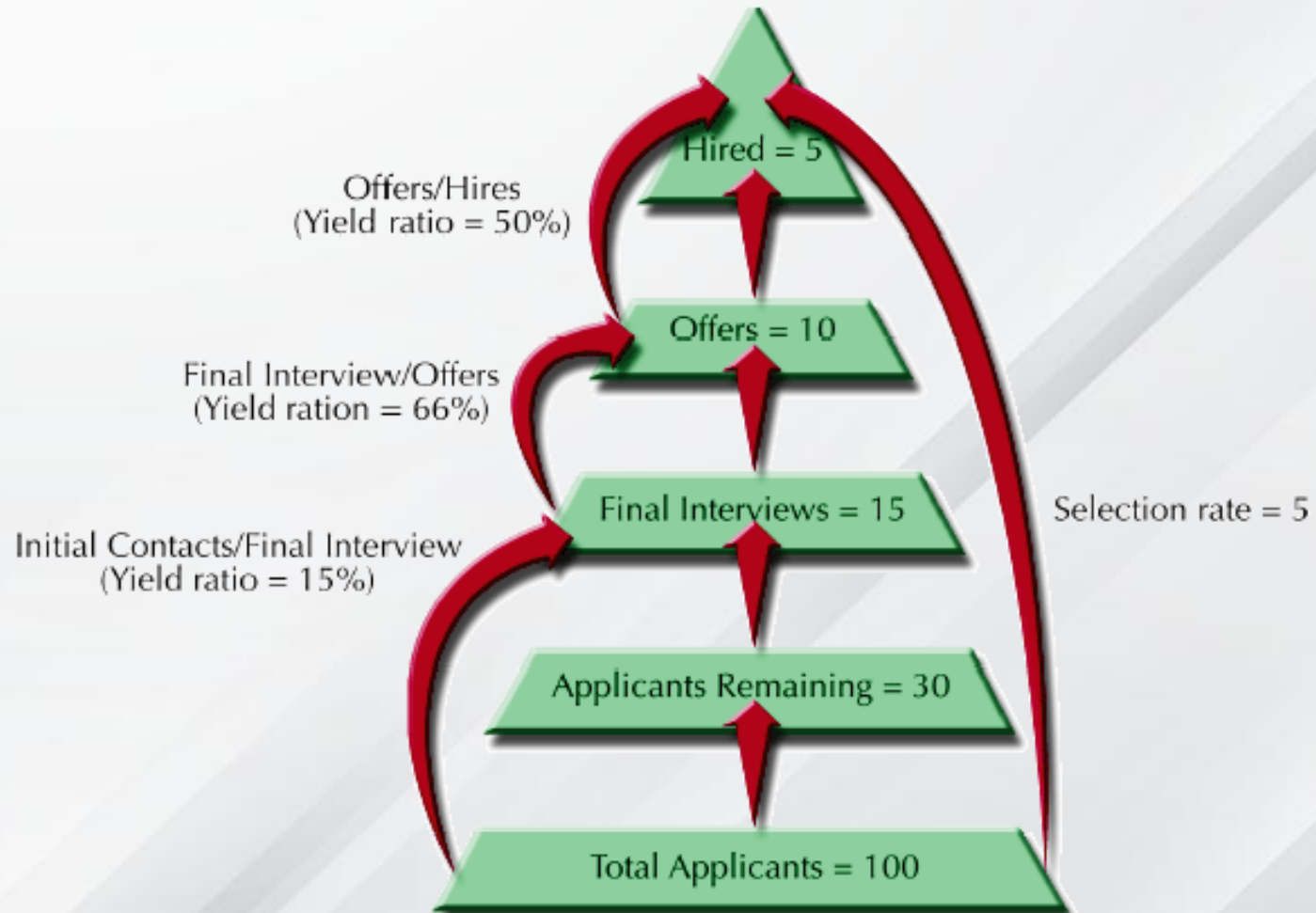


Figure 7-13

Part (2): Staffing the Organization

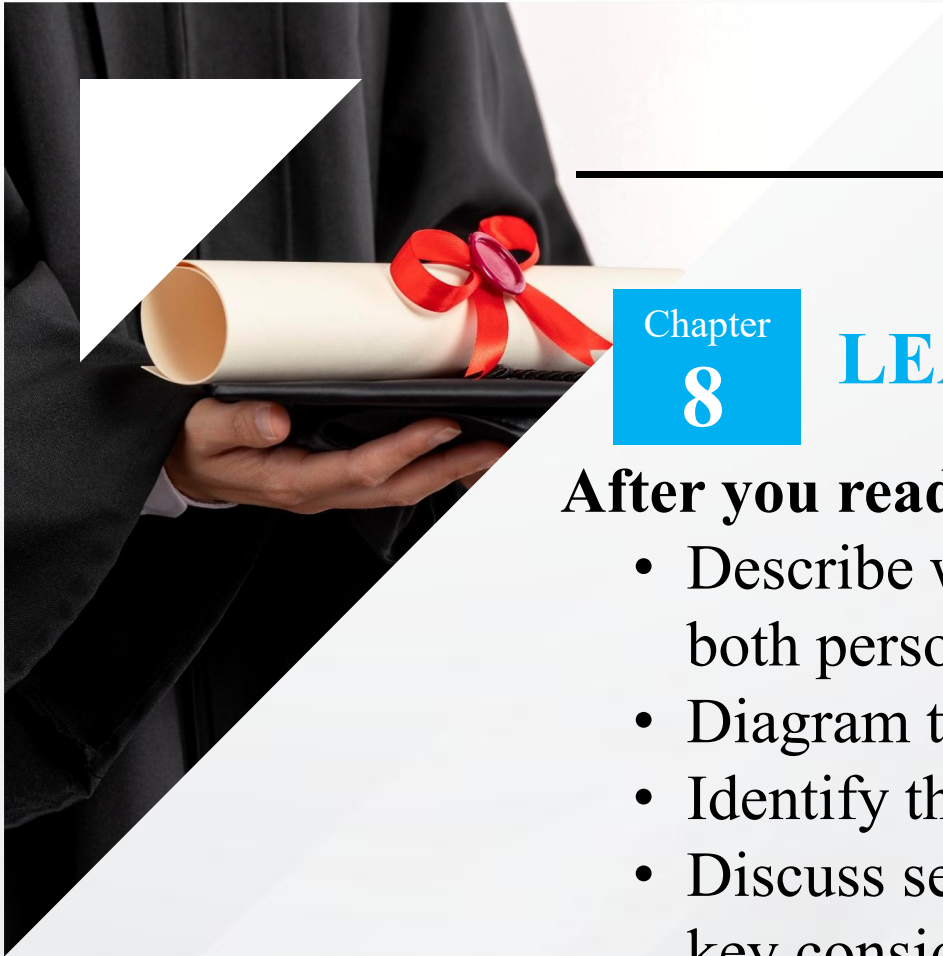
Selecting and Placing Human Resources

Chapter
8

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Chapter
8

LEARNING OBJECTIVES

After you read this chapter, you should be able to:

- Describe why selection and placement must consider both person-job and person-organization fit.
- Diagram the sequence of a typical selection process.
- Identify three types of selection tests.
- Discuss several types of selection interviews and some key considerations when conducting these interviews.

Selection and Placement

- **Selection**

- The process of choosing individuals who have needed qualities to fill jobs in an organization.
- Organizations need qualified employees to succeed
 - *“Good training will not make up for bad selection.”*
 - *“Hire hard, manage easy.”*

- **Reasons for centralizing selection**

- Easier to have applicants in one place.
- Contact with outside applicants is easier.
- Managers can concentrate on operating responsibilities rather than the selection process.
- Selection costs are lower with no duplicated efforts.

HR Employment Functions

- Receiving applications
- Interviewing applicants
- Administering tests to applicants
- Conducting background investigations
- Arranging physical examinations
- Placing and assigning new employees
- Coordinating follow-up of new employees
- Exit interviewing departing employees
- Maintaining employee records and reports.



Placement

- **Placement**

- Fitting a person to the right job.

- **Person-job fit**

- Matching the knowledge, skills and abilities (KSAs) of people to the characteristics of jobs (tasks, duties and responsibilities).
 - Benefits of person-job fit
 - Higher employee performance
 - Lower turnover and absenteeism

Selection Process Flow Chart



Figure 8-1

Pre-employment Screening

- **Pre-screening interview**
 - Verify minimum qualifications
- **Electronic pre-screening**
 - Scanning resumes and applications
 - Electronic/AI pre-screening (resume parsing, chatbots)
- **Electronic submission of applications**

LIMITING WHO BECOMES AN APPLICANT

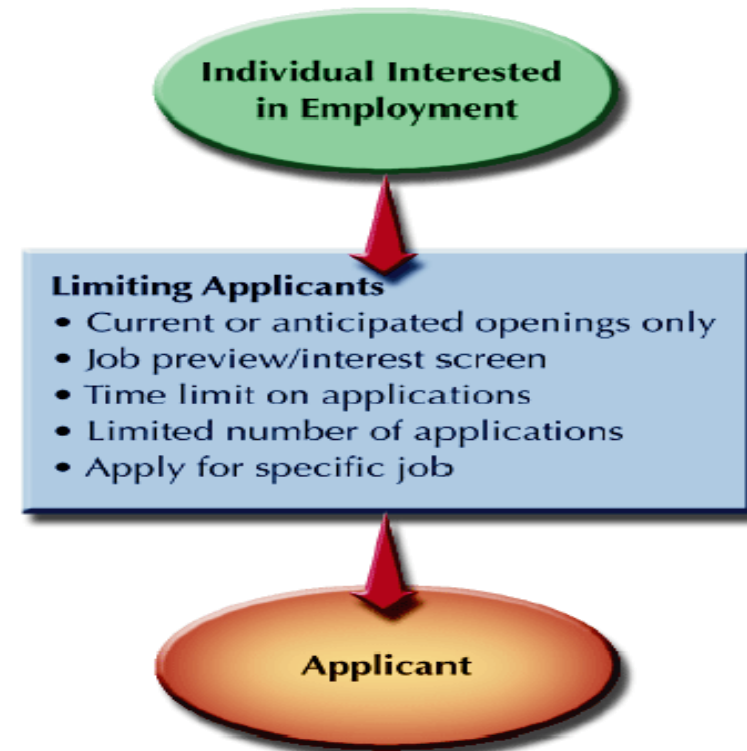


Figure 8-2

Applications

- **Purposes of Applications**

- Record of applicant's interest in the job
- Provides a profile of the applicant
- Basic record for applicants who are hired
- Research effectiveness of the selection process

- **Application Disclaimers and Notices**

- Employment-at-will
 - Indicates the right of the employer or employee to terminate the employment relationship without cause or notice

- **References contacts**

- Obtains applicant's permission of contact references

- **Employment testing**

- Notifies applicants of required drug tests, physical exams, or other tests.

- **Application time limits**

- Indicates how long the application will remain active.

- **Information Falsification**

- Indicates that false information is grounds for termination.

Sample Application Form

APPLICATION FORM

Please complete all fields clearly in BLOCK CAPITALS

PERSONAL INFORMATION

Full Name *

Date of Birth * Gender *

Nationality *

National ID / Passport No. *

CONTACT DETAILS

Email Address *

Phone (Mobile) * Phone (Home)

Current Address *

City * Postal Code *

EDUCATION & QUALIFICATIONS

Highest Qualification *

Institution / University * Year of Graduation *

Field of Study *

WORK EXPERIENCE

Current / Most Recent Employer

Job Title Years of Experience

Key Skills / Competencies

DECLARATION

I declare that the information provided is true and accurate to the best of my knowledge.

* Required fields | For office use only — Ref No: | Received by: | Date:

Figure 8-3

Selection and Testing: Ability Tests

- **Cognitive Ability Tests**

- Measure an individual's thinking, memory, reasoning, and verbal and mathematical abilities.

- **Physical Ability Tests**

- Measure strength, endurance, and muscular movement

- **Psychomotor Tests**

- Measure dexterity, hand-eye coordination, arm-hand steadiness, and other factors.

- **Work Sample Tests**

- Require an applicant to perform a simulated task.

- **Assessment Centers**

- A series of evaluation exercises and tests used for the selection and development of managerial personnel.
- Multiple raters assess participants in multiple exercises and problems that are job content-related to the jobs for which the individuals are being screened.

Selection Interviewing

- **Concerns with Interviewing**

- Identify objective job-related criteria to be sought in the interview
- Specify the decision-making criteria used
- Provide multiple levels of review for decisions
- Use structured interviews, asking the same questions of all those interviewed

TYPES OF SELECTION INTERVIEWS

Most Effective

Structured Interviews

- Behavioral Interviews
- Situational Interviews

Less Structured Interviews

- Non-Directive Interviews
- Stress Interviews

Least Effective

Unstructured Interviews

Figure 8-4

Structured Interviews

- **Structured Interview**

- Uses a set of standardized questions asked of all job applicants.
- Useful for initial screening and comparisons

- **Benefits**

- Obtains consistent information needed for selection decision
- Is more reliable and valid than other interview formats
- Meets EEO guidelines for the selection process

- **Behavioral interview**

- Applicants are asked to give specific examples of how they have performed a certain task or handled a problem in the past.
- Helps discover applicant's suitability for current jobs based on past behaviors.
- Assumes that applicants have had experience related to the problem.

- **Situational interview**

- Applicants are asked how they would respond to a specific job situation related to the content of the job they are seeking.

Less Structured Interviews

- **Nondirective Interview**

- Applicants are queried using questions that are developed from the answers to previous questions.
- Possibility of not obtaining needed information.
- Information obtained may not be not job-related or comparable to that obtained from other applicants.

- **Stress Interviews**

- An interview designed to create anxiety and put pressure on an applicant to see how the person responds.

Who Does Interviews?

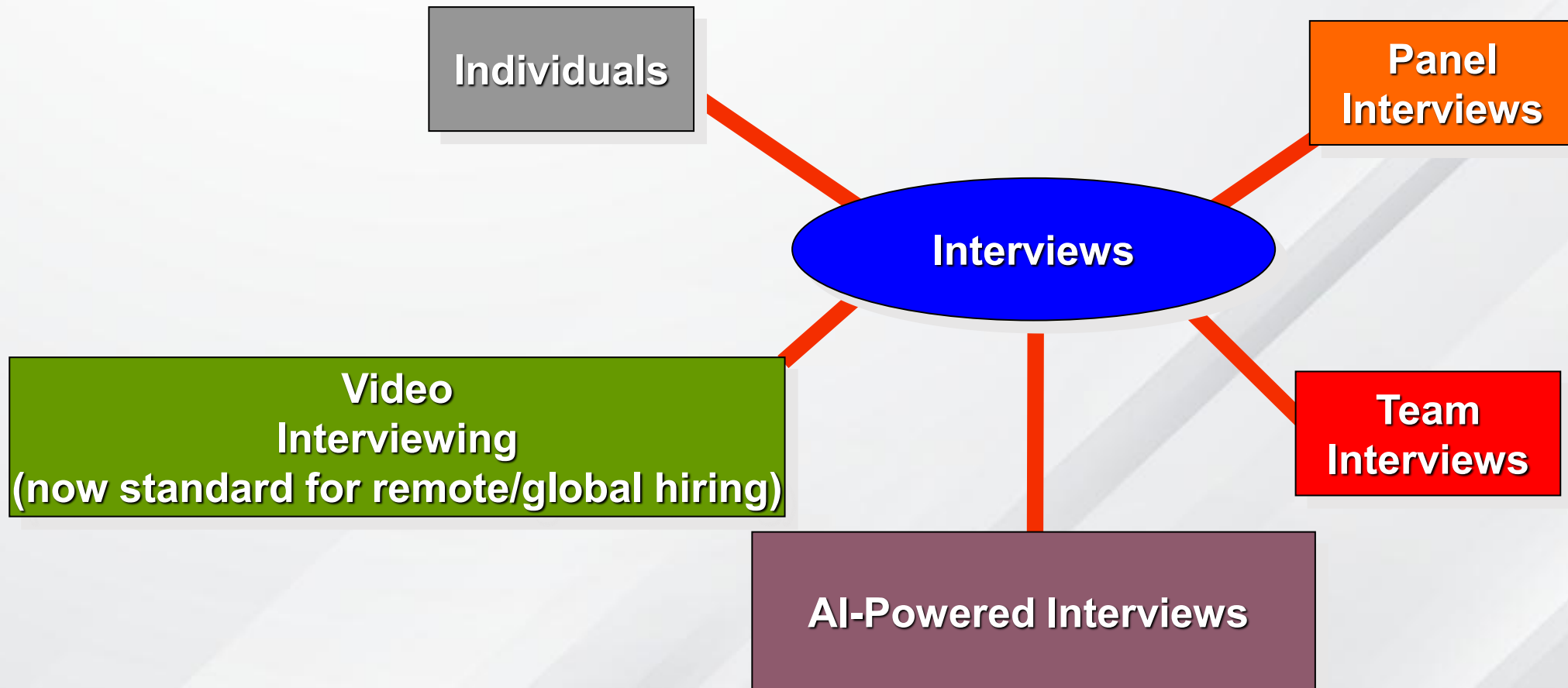


Figure 8-5

Effective Interviewing

- **Conducting an Effective Interview**

- Planning the interview
- Controlling the interview
- Using proper questioning techniques

- **Question types to avoid in interviews**

- Yes/No questions
- Obvious questions
- Questions that rarely produce a true answer
- Leading questions
- Illegal questions
- Questions that are not job related

Common Selection Interview Questions

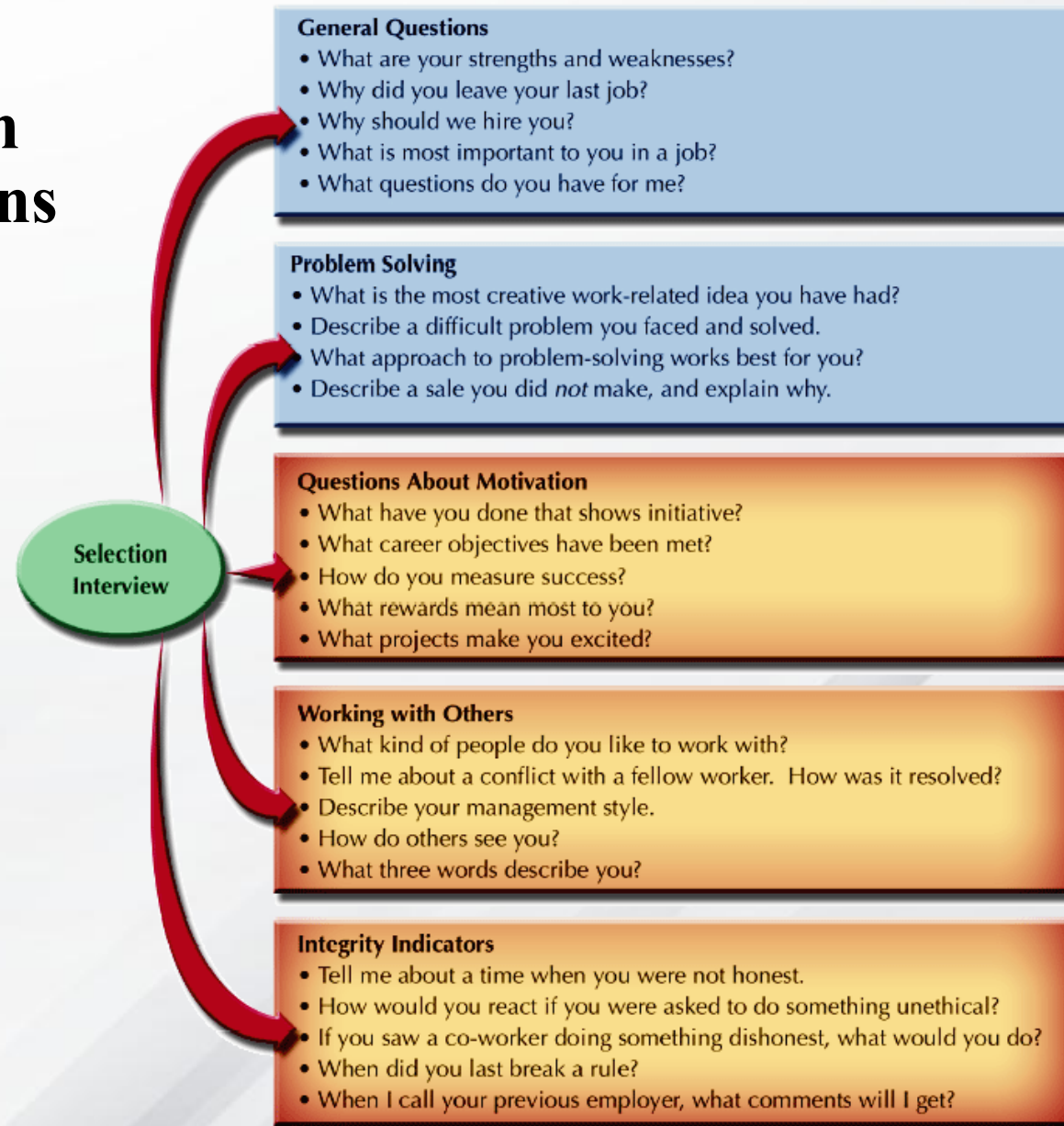


Figure 8-6

Problems in the Interview

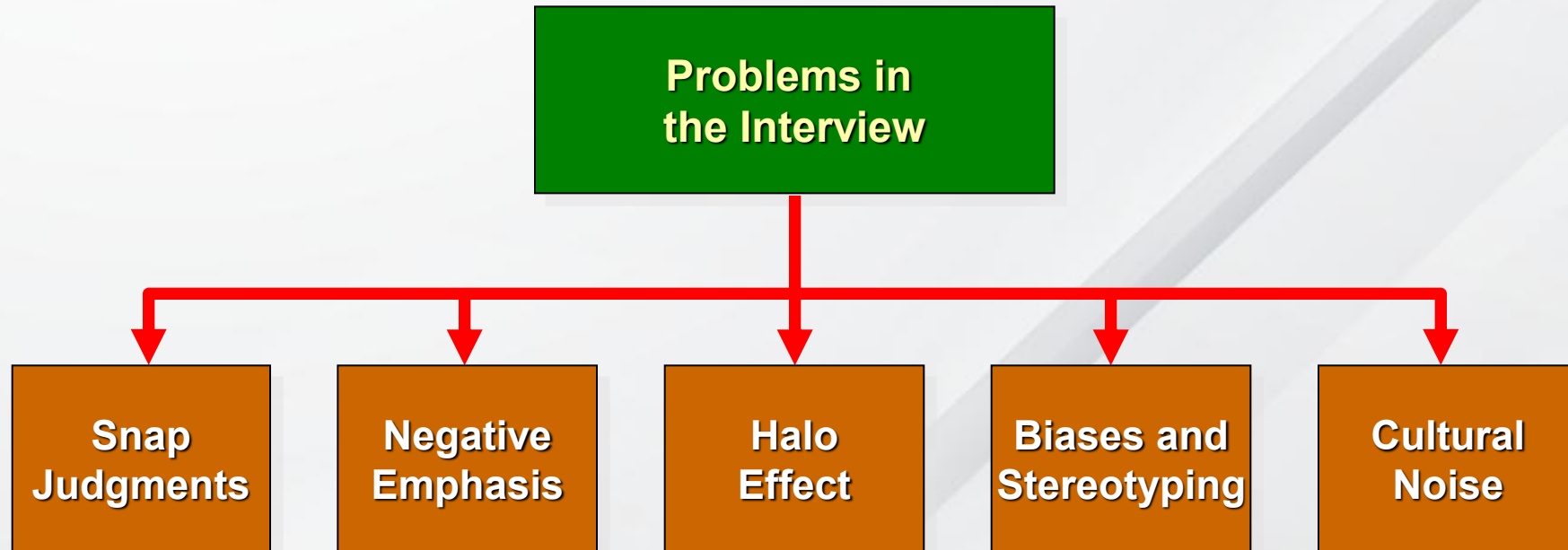


Figure 8-7

Chapter

8

Background Investigation

- **Falsification of Background Information**

- One-third of applications and resumes contain factual misstatements or significant omissions.

- **Reference Checking Methods**

- Telephoning the reference
- Preprinted reference forms
- Outsourcing reference checking

- **Legal Constraints**

- Obtaining signed releases from applicants avoids problems with privacy issues

- **Fair Credit Reporting Act**

- Requires disclosure of a credit check
- Requires written consent of applicant
- Requires a copy of credit report be given to the applicant

- **Giving References on Former Employees**

- Employers can incur a civil liability for statements made about former employees.
- Employers have adopted policies restricting the release of reference information to name, employment dates, and job title.

- **Risks of Negligent Hiring**

- Employers must exercise “due diligence” in investigating an applicant’s background to avoid suits for the actions of their employees.

Making the Job Offer

- **Offer Guidelines**

- Formalize the offer with a letter to the applicant clearly stating the terms and conditions of employment.
- Avoid vague, general statements and promises.
- Require return of a signed acceptance of the offer.

Chapter
7&8

SUMMARY

➤ **Recruiting in Labor Markets**

- **Recruiting**
- **Labor Markets**
- **Strategic Recruiting Decisions**
- **Internal and External Recruiting Methods**
- **Internet Recruiting Methods**
- **Evaluating Recruitment**

➤ **Selecting and Placing Human Resources**

- **Selection and Placement**
- **Applications**
- **Selection and Testing: Ability Tests**
- **Selection Interviewing**
- **Effective Interviewing**
- **Problems in The Interview**
- **Background Investigation**

Chapter
7&8

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Thank You