

Human Resources Management

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MGM 243

Lecture 04



HRM - Recruitment

Chapter
7/8

Lecture 04

MGM 243

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Chapter
7

LEARNING OBJECTIVES

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

- Identify different ways that labor markets can be identified and approached.
- Describe the phases in strategic recruiting and the decisions made in each phase.
- Discuss the advantages and disadvantages of internal versus external recruiting.
- Identify three internal sources for recruiting and issues associated with their use.
- Discuss why Internet recruiting has grown and how employers are conducting it.
- List and briefly discuss five external recruiting sources.
- Discuss three factors to consider when evaluating recruiting efforts.

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
- **Recruiting**
 - The process of generating a pool of qualified applicants for organizational jobs

LABOR MARKET COMPONENTS

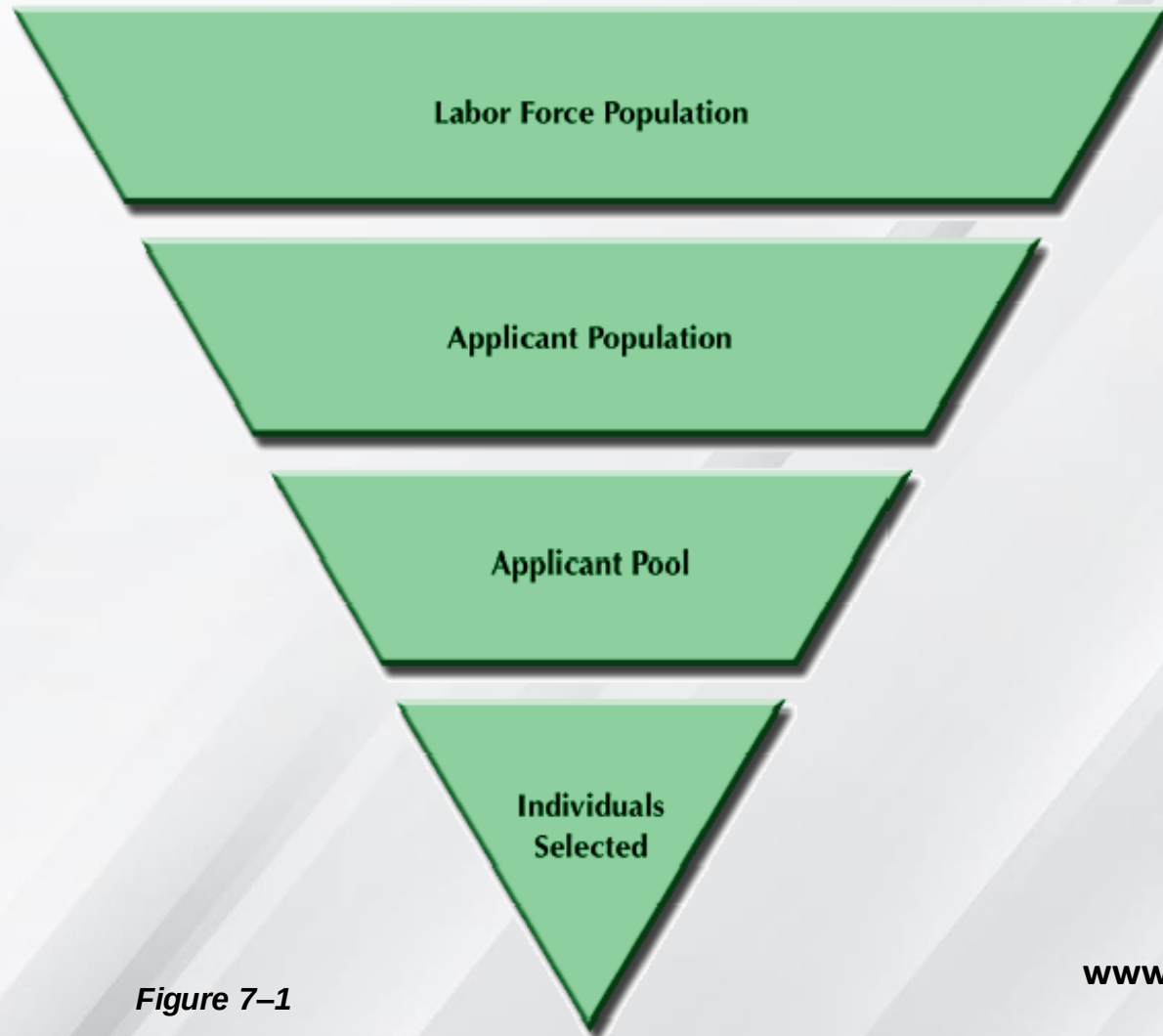
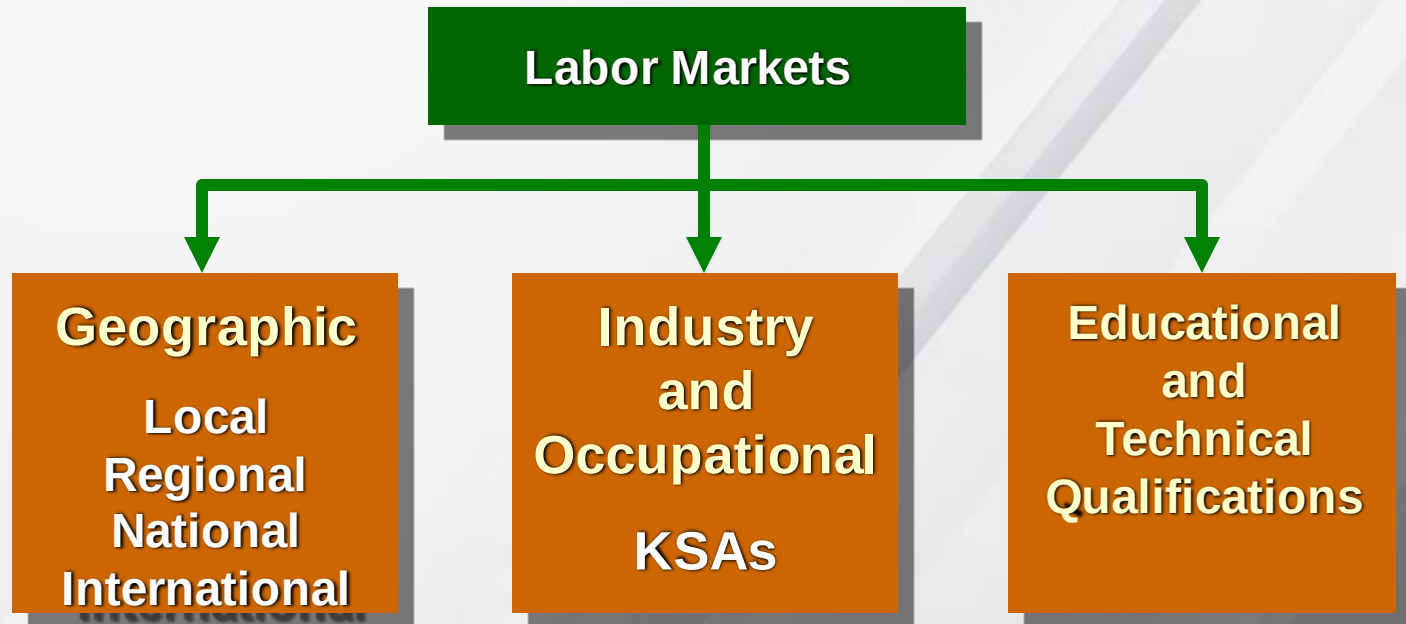


Figure 7-1

LABOR MARKETS AND RECRUITING ISSUES



Strategic Recruiting Stages



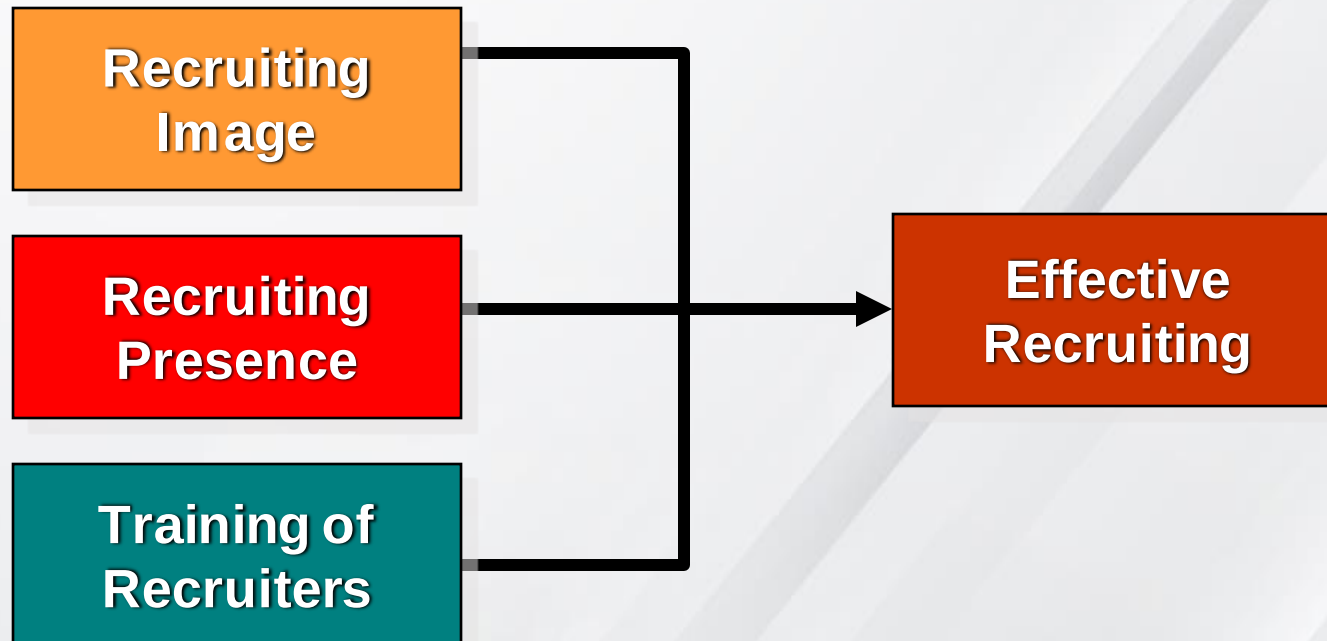
Figure 7-2

TYPICAL DIVISION OF HR RESPONSIBILITIES

HR Unit	Managers
• <i>Forecasts recruiting needs.</i> • <i>Prepares copy for recruiting adds and campaigns.</i> • <i>Plans and conducts recruiting efforts.</i> • <i>Audits and evaluates all recruiting activities.</i>	• <i>Anticipate needs for employees to fill vacancies.</i> • <i>Determine KSAs needed from applicants.</i> • <i>Assist in recruiting effort with information about job requirements.</i> • <i>Review success/failure of recruiting activities.</i>

Figure 7–3

ORGANIZATIONAL RECRUITING ACTIVITIES



STRATEGIC RECRUITING DECISIONS



EEO and Diversity Considerations

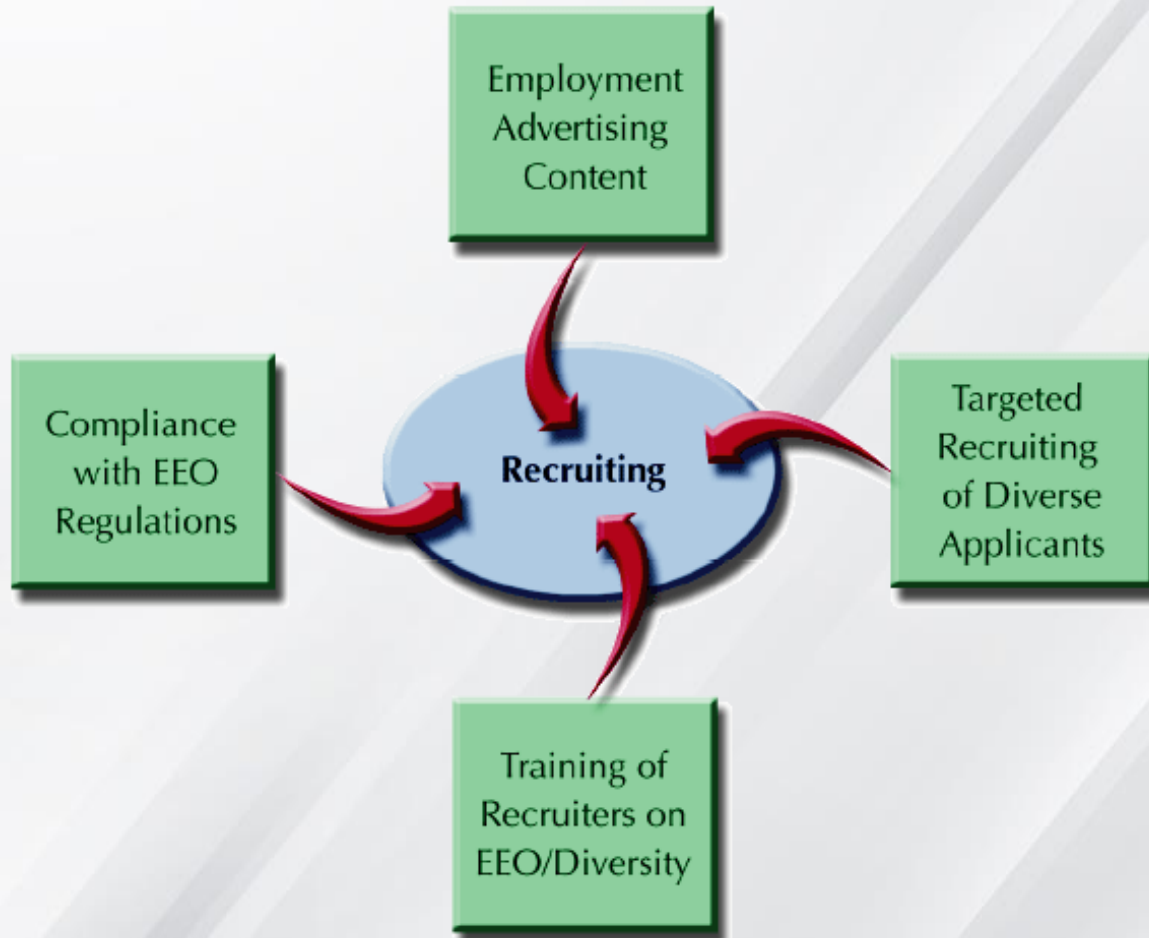


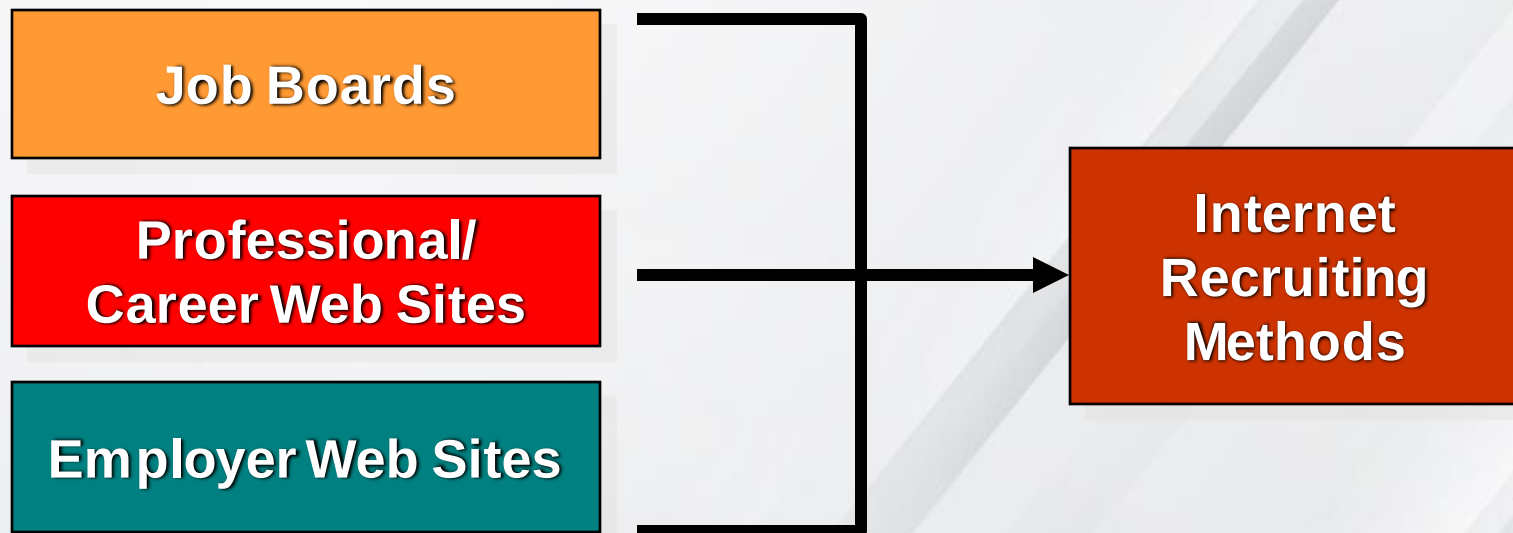
Figure 7-4

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>

Figure 7–5

INTERNET RECRUITING METHODS



INTERNET RECRUITING

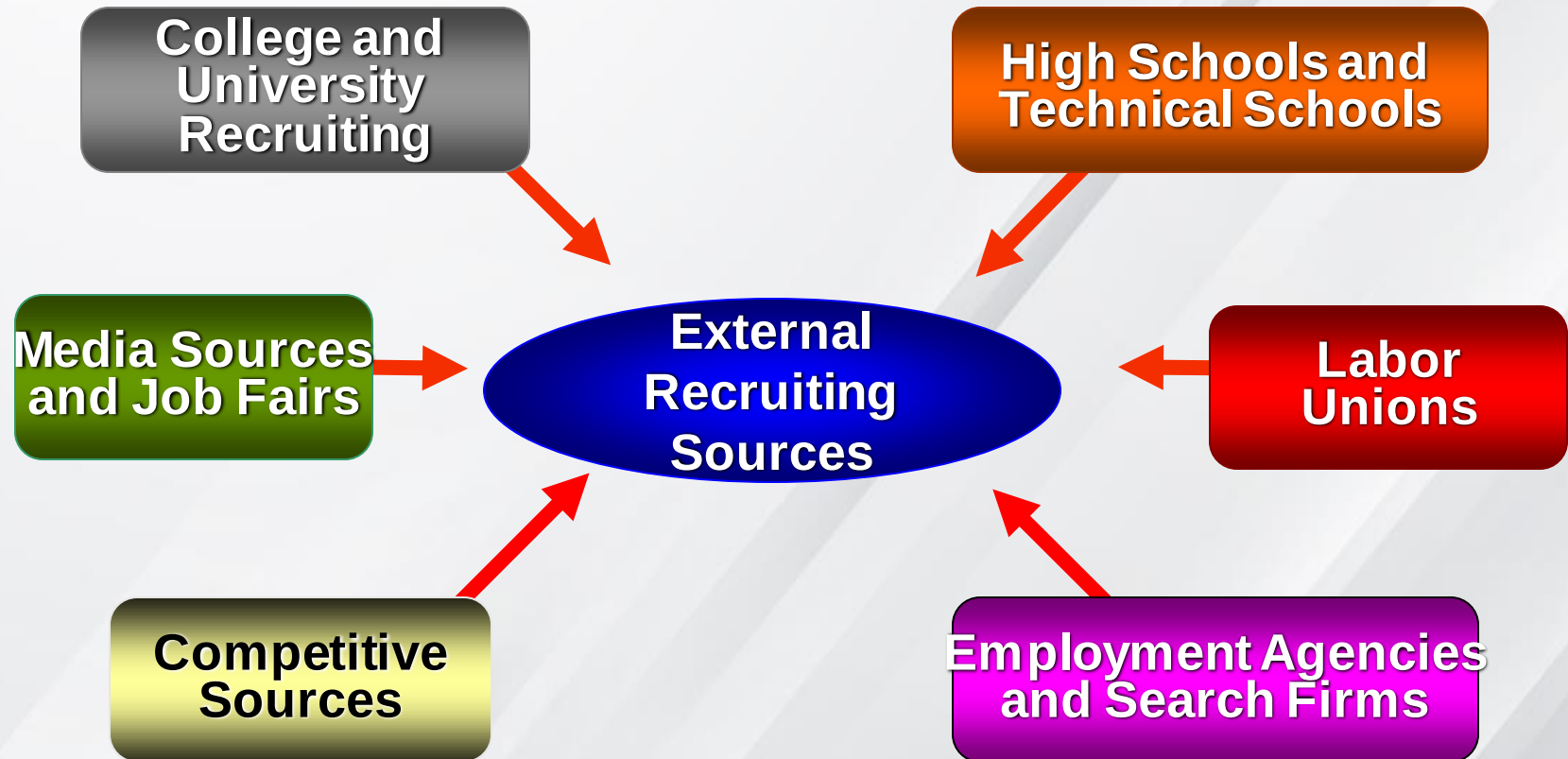
• Advantages

- 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

EXTERNAL RECRUITING



INTERNET JOB SEARCHING

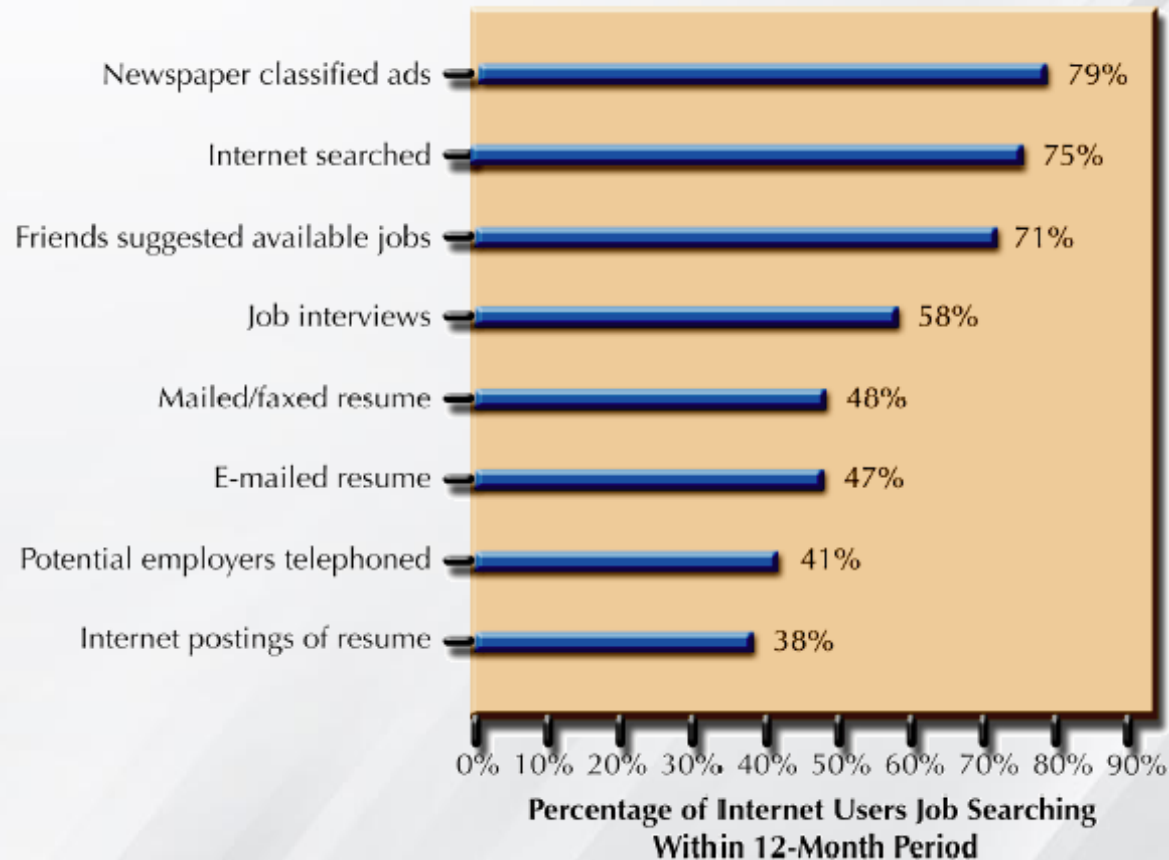


Figure 7-7

WHAT TO INCLUDE IN AN EFFECTIVE RECRUITING AD

EMPLOYMENT OPPORTUNITY

Information on the Job and Process of Application

- Job title and responsibilities
- Location of job
- Starting pay range
- Closing date for application
- Whether or not to submit a resume and cover letter
- Whether calls are invited
- Where to mail application or resume

Candidate Desired Qualifications

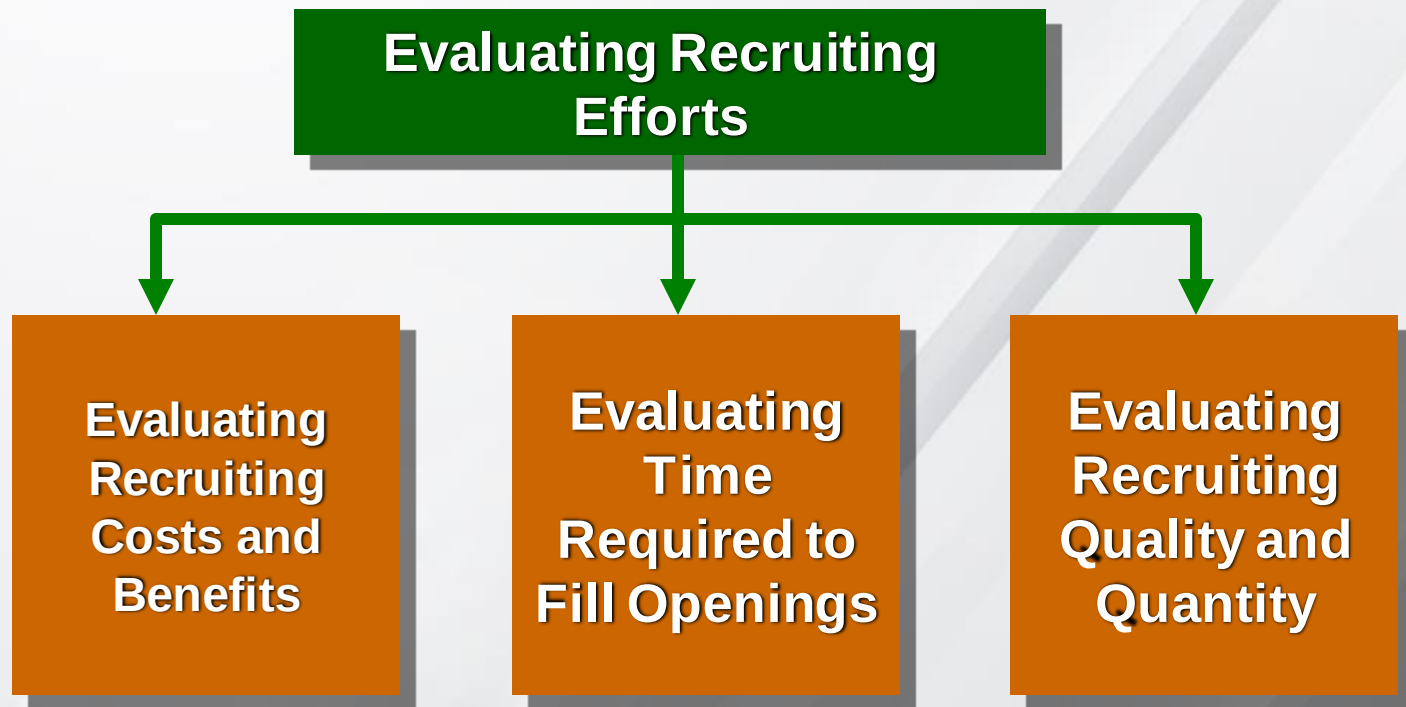
- Years of experience
- Three to five key characteristics of successful candidates

Information on the Organization

- That it is an EEO employer
- Its primary business

Figure 7-8

EVALUATING RECRUITING



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

RECRUITING EVALUATION PYRAMID

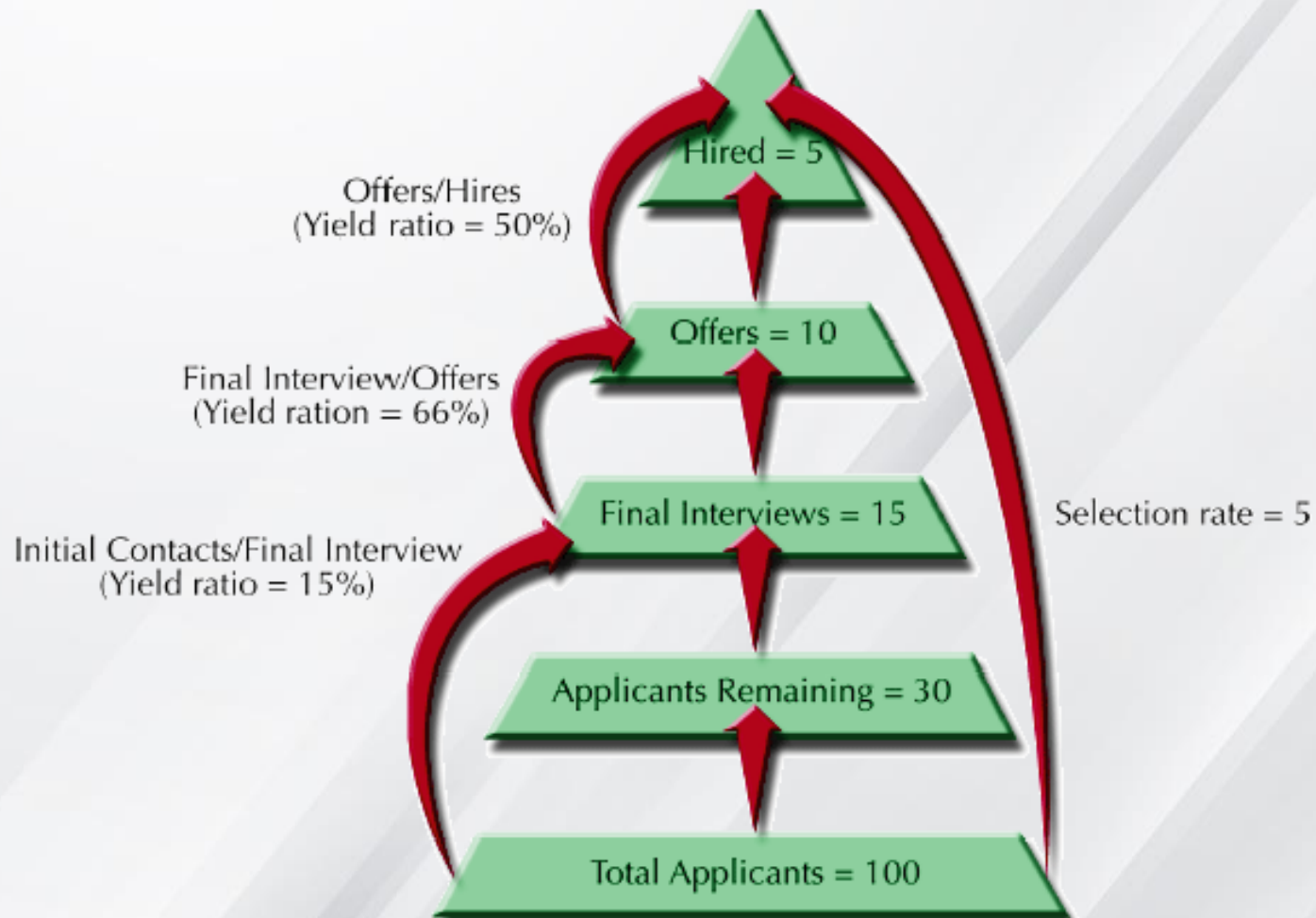


Figure 7-9

SELECTION METHODS

- **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**

- Percentage hired from a given group of candidates

- **Acceptance Rate**

- Percentage of rejected job offers

- **Success Base Rate**

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

Human Resource Management

TENTH EDITION

Robert L. Mathis | John H. Jackson

Chapter 8

Selecting and Placing Human Resources



Chapter 8

LEARNING OBJECTIVES

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

- After you have 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 and legal concerns about their uses.
- Discuss several types of selection interviews and some key considerations when conducting these interviews.
- Explain how legal concerns affect background investigations of applicants and use of medical examinations in the selection process.

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.”*

HR'S ROLE IN SELECTION AND PLACEMENT

- **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

KSAs = TDRs = Job Success?

CRITERIA, PREDICTORS, AND JOB PERFORMANCE

- **Selection Criterion**

- A characteristic that a person must have to do a job successfully

- **Validity**

- The correlation between a predictor and job performance

- **Reliability**

- The extent to which a predictor repeatedly produces the same results, over time.

JOB PERFORMANCE, SELECTION CRITERIA, AND PREDICTORS

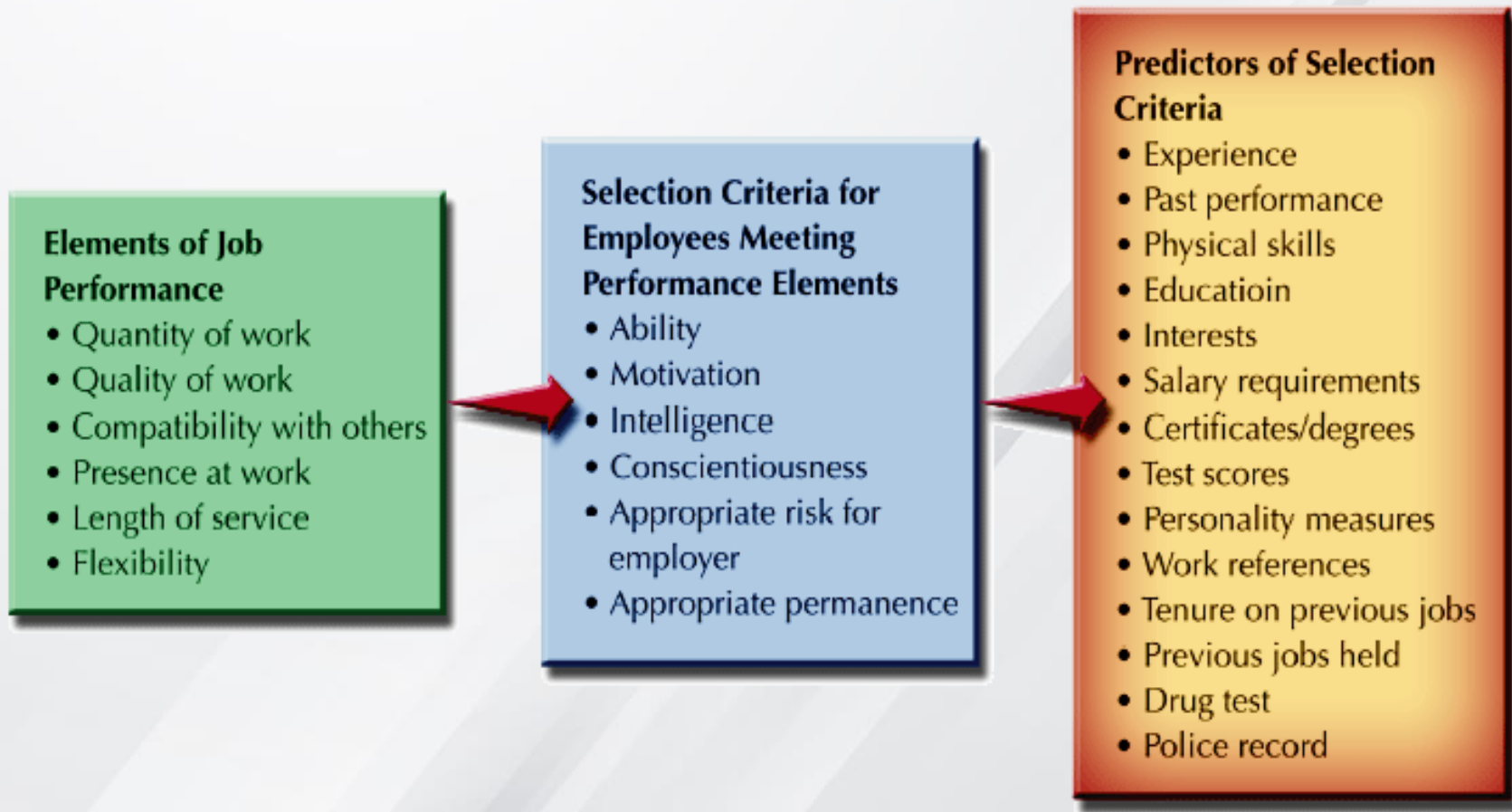


Figure 8-3

COMBINING PREDICTORS

- **Multiple Hurdles**

- Establishing a minimum cutoff (level of performance) for each predictor, and requiring that each applicant must score at least the minimum on each predictor to be considered for hiring.

- **Compensatory approach**

- Scores on all predictor are added together, allowing a higher score on one predictor to offset a lower score on another predictor.

SELECTION PROCESS FLOW CHART



Figure 8–4

LIMITING WHO BECOMES AN APPLICANT

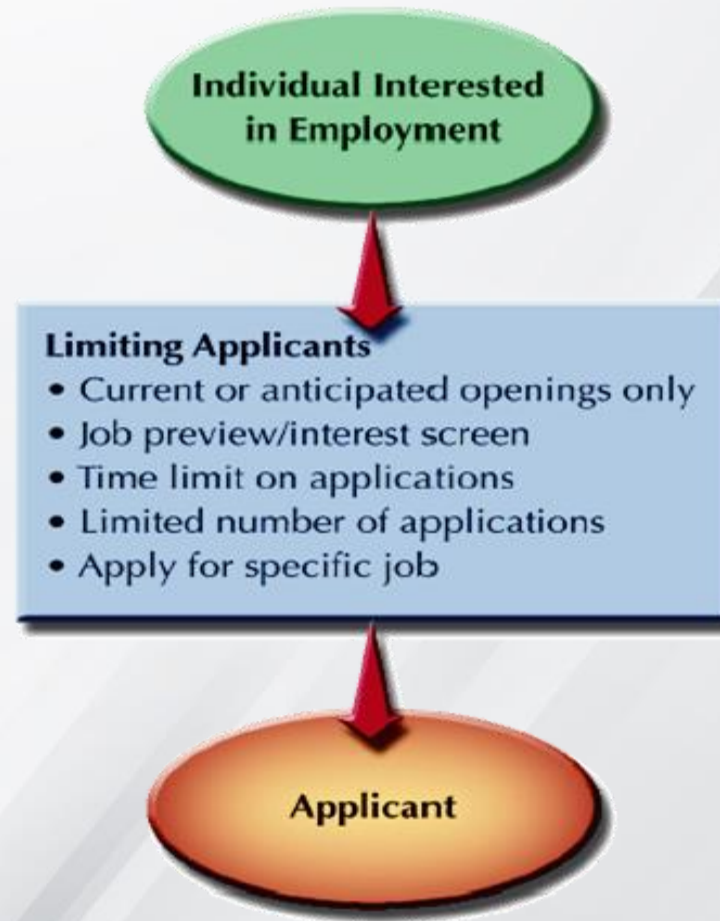


Figure 8–5

PRE-EMPLOYMENT SCREENING

- **Pre-screening interview**
 - Verify minimum qualifications
- **Electronic pre-screening**
 - Scanning resumes and applications
- **Electronic submission of applications**



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

APPLICATION DISCLAIMERS AND NOTICES

- Employment-at-will
 - Indicates the right of the employer or employee to terminate the employment relationship at any time with or without notice or cause.
- References contacts
 - Obtains applicant's permission to 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 for Employment An Equal Opportunity Employer* Personal Information			Today's Date _____ Please Print or Type
Name (Last)	(First)	(Full Middle Name)	Social Security Number
Current Address	City	State	Zip Code
What position are you applying for?		Date available for employment?	Phone Number () e-mail address
Are you willing to relocate? ☐ Yes ☐ No	Are you willing to travel if required? ☐ Yes ☐ No	Any restrictions on hours, weekends, or overtime? If yes, explain.	
Have you ever been employed by this Company or any of its subsidiaries before? ☐ Yes ☐ No		Indicate Location and Dates	
Can you, after employment, submit verification of your legal right to work in the United States? ☐ Yes ☐ No		Have you ever been convicted of a felony? ☐ Yes ☐ No Convictions will not automatically disqualify job candidates. The seriousness of the crime and date of conviction will be considered.	
Performance of Job Functions			
Are you able to perform all the functions of the job for which you are applying, with or without accommodation? ☐ Yes, without accommodation ☐ Yes, with accommodation ☐ No			
If you indicated you can perform all the functions with an accommodation, please explain how you would perform the tasks and with what accommodation.			

Figure 8–6a

SAMPLE APPLICATION FORM (CONT'D)

Education				
School level	School Name & Address	No. of Years Attended	Did You Graduate?	Course of Study
High School				
Vo-Tech, Business or Trade School				
College				
Graduate School				

Personal Driving Record			
This section is to be completed ONLY if the operation of a motor vehicle will be required in the course of the applicant's employment			
How long have you been a licensed driver?	Driver's license number	Expiration date	Issuing state
List any other state(s) in which you have had a driver's license(s) in the past:			
Within the past five years have you had a vehicle accident? ☐ Yes ☐ No	Been convicted of reckless or drunken driving? ☐ Yes ☐ No	If yes, give dates:	Been cited for moving violations? If yes, give dates: ☐ Yes ☐ No
Has your driver's license ever been revoked or suspended? ☐ Yes ☐ No		If yes, explain:	
Is your driver's license restricted? ☐ Yes ☐ No		If yes, explain:	

*We are an Equal Opportunity Employer. We do not discriminate on the basis of race, religion, color, gender, age, national origin or disability.

Figure 8–6b

APPLICATIONS

- Applications should not contain illegal (nonjob-related) questions concerning:
 - Marital status
 - Height/weight
 - Number and ages of dependents
 - Information on spouse
 - Date of high school graduation
 - Contact in case of emergency

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.

SELECTION AND TESTING: ABILITY TESTS

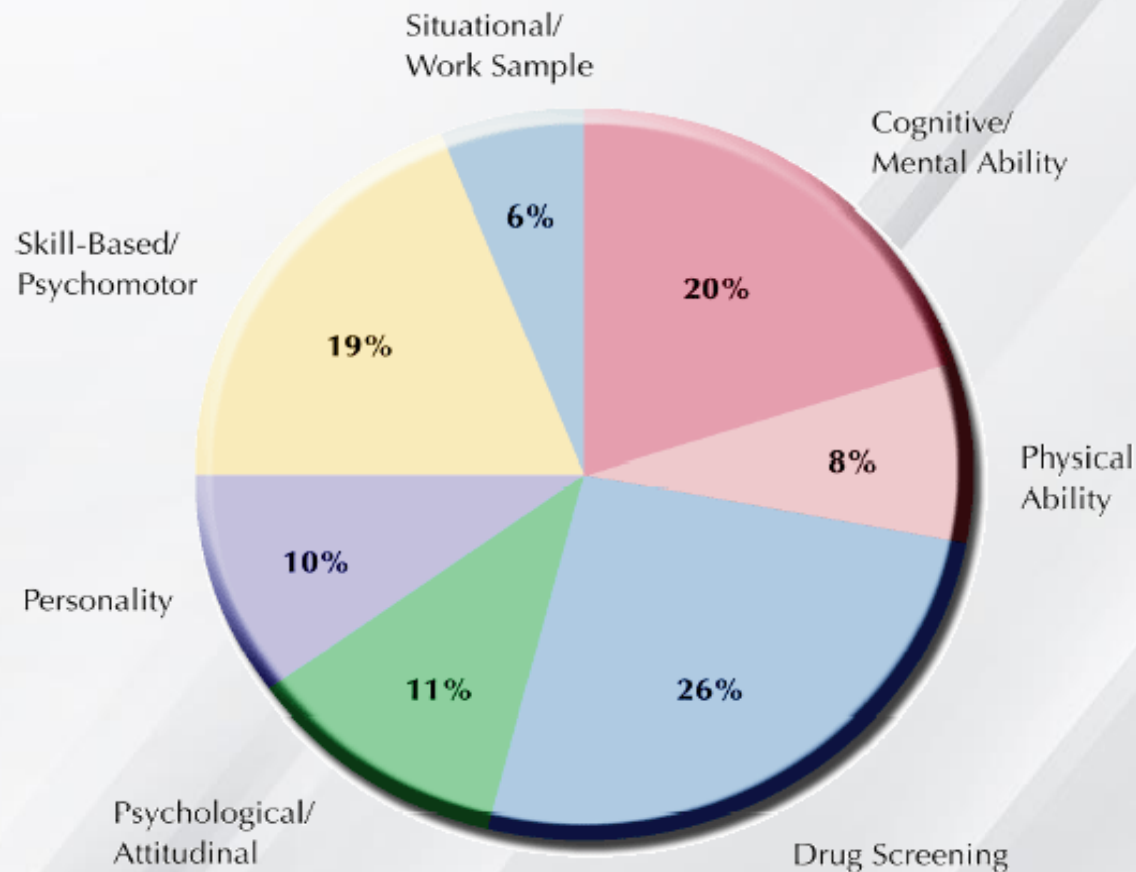
- **Work Sample Tests**

- 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.

TYPES OF PRE-EMPLOYMENT TESTING USED



Source: *Human Resource Executive*,
January 2001, 37. Used with permission.

Figure 8–7

OTHER TESTS

- **Personality Tests**

- Minnesota Multiphasic Personality Inventory (MMPI)
- Myers-Briggs

- **Honest and Integrity Testing**

- Overt integrity tests
- Personality-oriented integrity tests
- Polygraphs (“lie detector”)
 - Polygraph testing in pre-employment is prohibited (in most instances) by the Employee Polygraph Protection Act.

BIG FIVE PERSONALITY CHARACTERISTICS

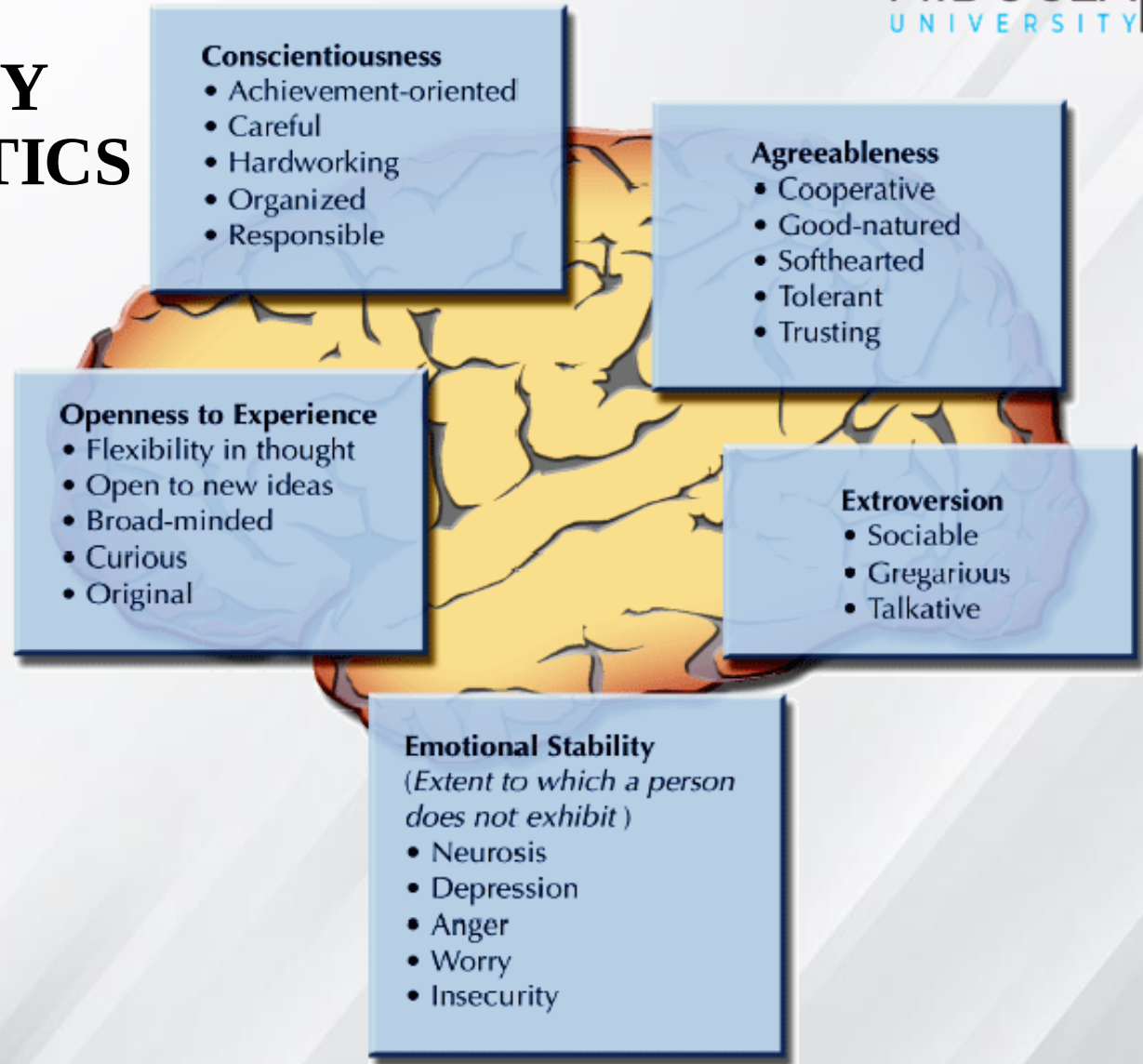


Figure 8–8

Chapter
7/8**CONTROVERSIAL AND
QUESTIONABLE TESTS**

- **Graphology (Handwriting Analysis)**
 - Analysis of the characteristics of an individual's writing that purports to reveal personality traits and suitability for employment.
- **Psychics**
 - Persons who are supposedly able to determine a person's intellectual and emotional suitability for employment



TESTING CONSIDERATIONS AND CONCERNS

- **Proper Use of Tests in Selection**

- Use for additional information, not disqualification
- Negative reactions by test takers to certain tests
- Costs of testing versus “bad hires”

- **Legal Concerns and Selection Testing**

- Job-relatedness (validity) of selection processes
- Compliance with EEO and ADA laws and regulations

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



Least Effective

Structured Interviews

- Behavioral Interviews
- Situational Interviews

Less Structured Interviews

- Non-Directive Interviews
- Stress Interviews

Unstructured Interviews

Figure 8–9

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

STRUCTURED INTERVIEWS (CONT'D)

- **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

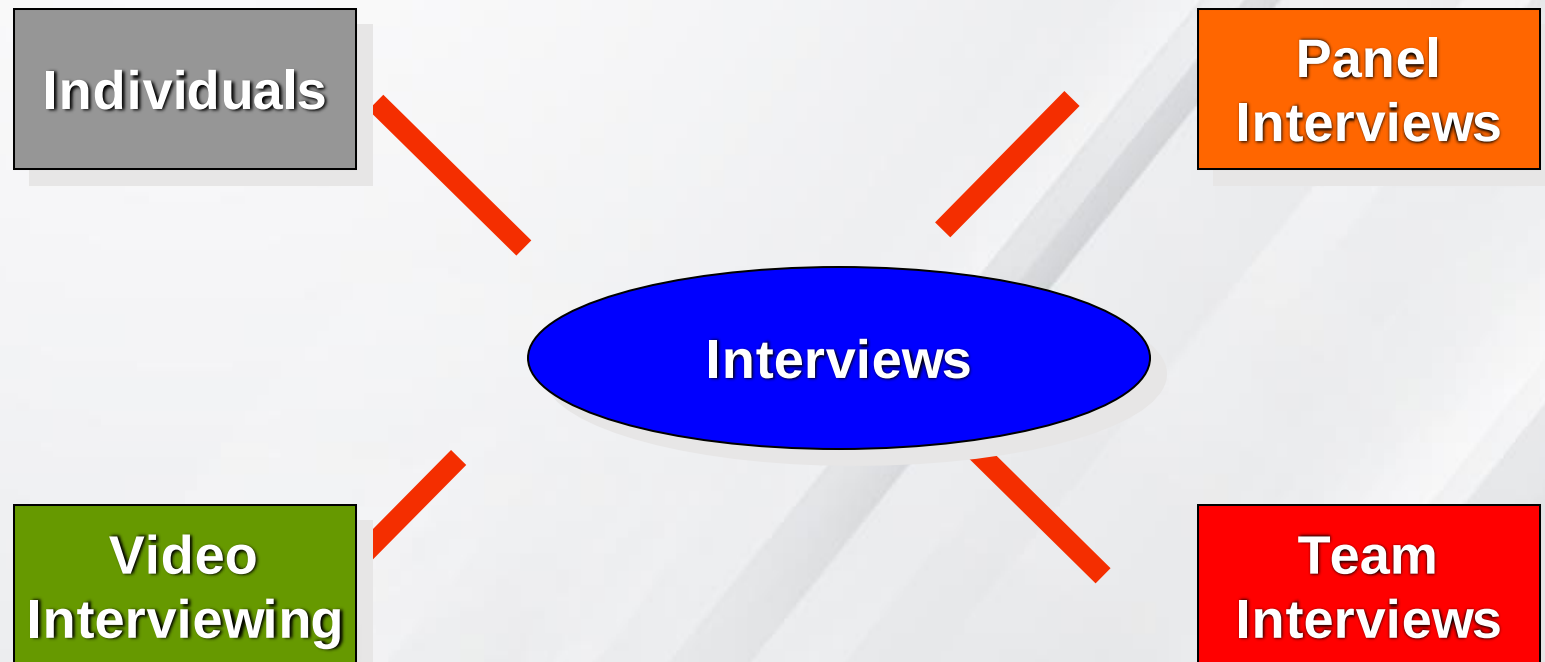
- **Nondirective Interview**

- 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



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

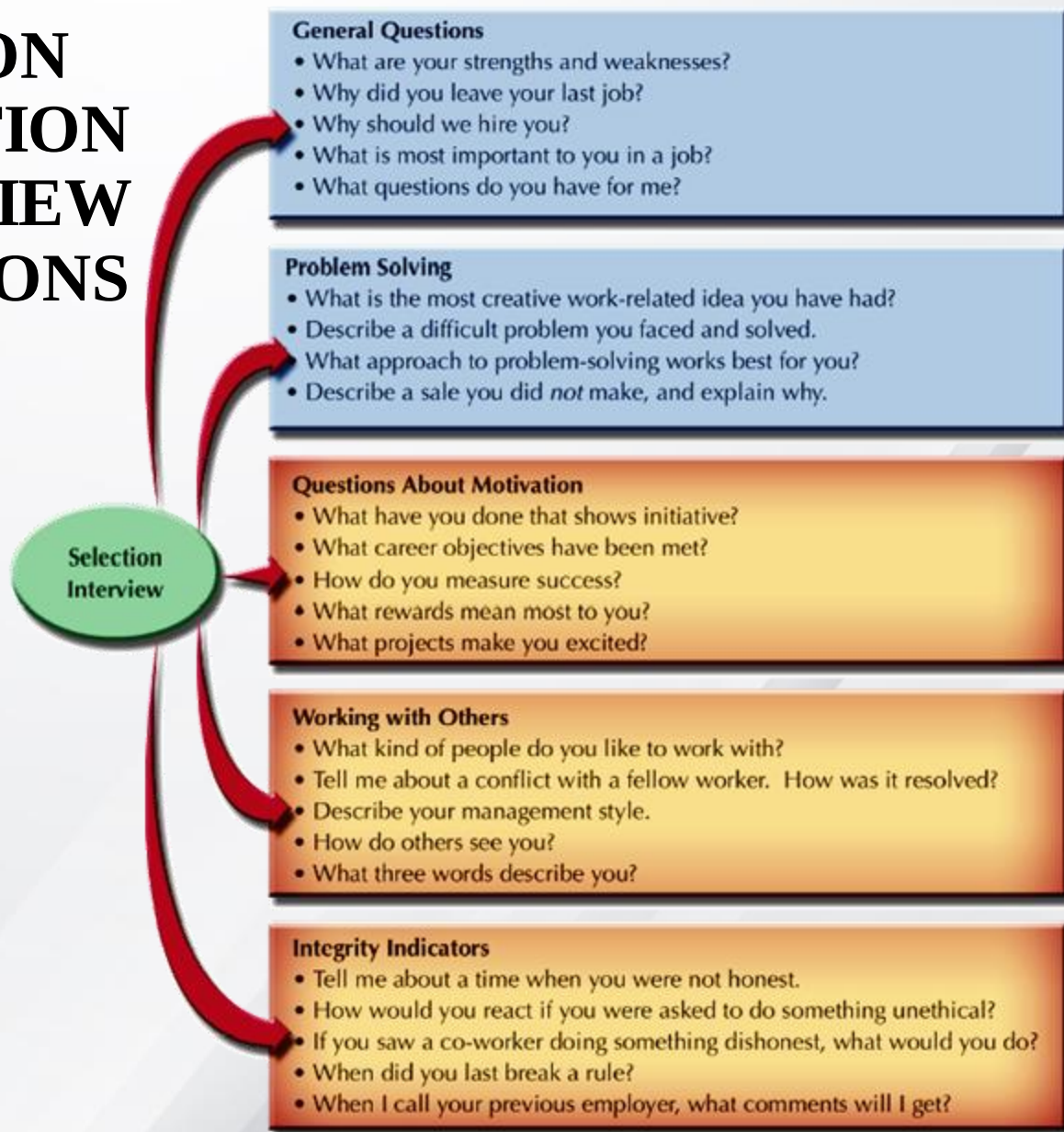
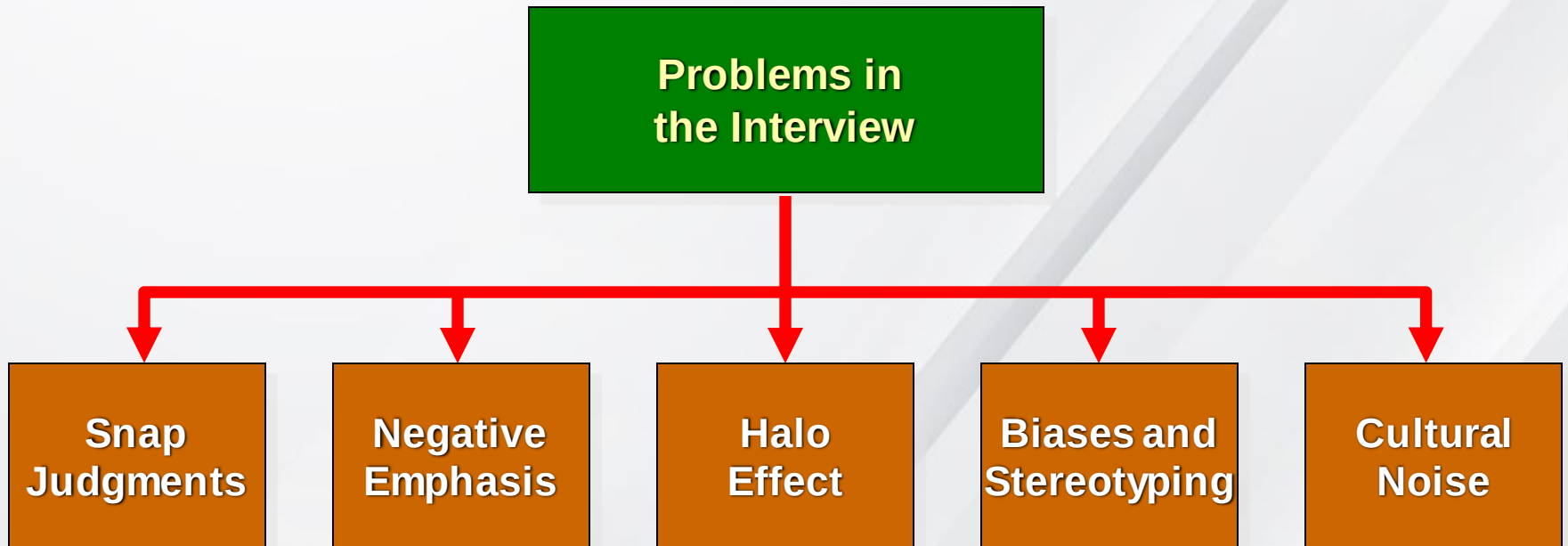
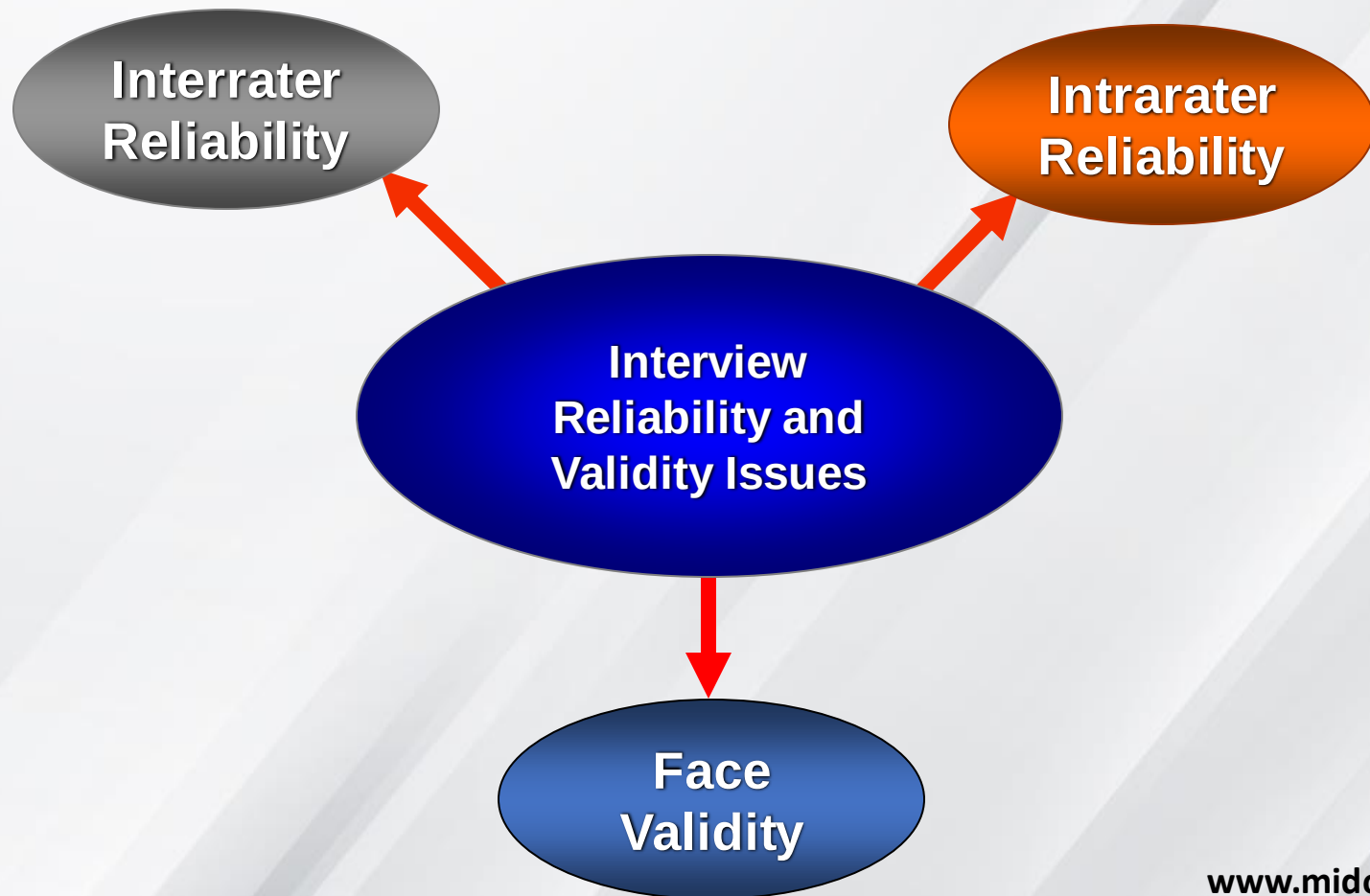


Figure 8–10

PROBLEMS IN THE INTERVIEW



RELIABILITY AND VALIDITY IN INTERVIEWS



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

BACKGROUND INVESTIGATION (CONT'D)

- **Legal Constraints**

- Obtaining signed releases from applicants is necessary to avoid 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

BACKGROUND INVESTIGATION (CONT'D)

- **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.

MEDICAL EXAMINATIONS AND INQUIRES

- **Disabilities Act Prohibits pre-employment medical exams**
 - Prohibits rejecting persons for disabilities or asking disability-related questions until after a conditional job offer is made.
- **Drug Testing**
 - Tests monitored to protect integrity of results.

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.

BACKGROUND INVESTIGATION SOURCES

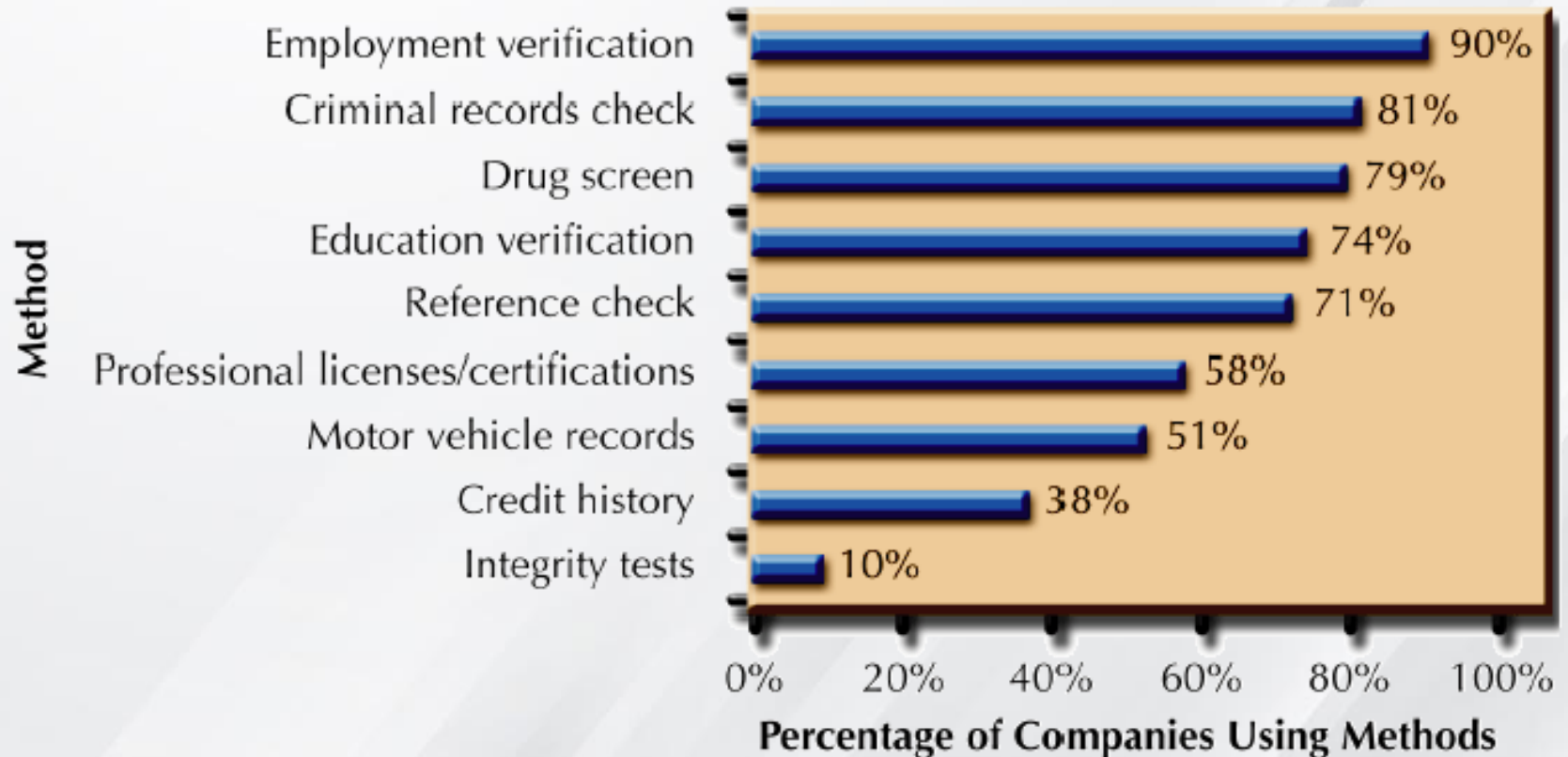


Figure 8–11