

RECRUITMENT: FEATURES & OBJECTIVES

Searching for qualified applicants and encouraging them to apply for job openings

- Locating & attracting talent
- Linking process
- Building a talent pool
- Vital function

- People with relevant qualifications
- Present favourable image
- Encourage large no. of people to apply
- Offer good choice to company
- Determine present and future needs well in advance
- Give proper information to job seekers

RECRUITMENT: PROCESS & FACTORS

- Identify numbers and the sources of supply
- Publicize job details
- Encourage qualified, prospective job seekers to apply for vacant positions
- Evaluate recruiting effort

Factors

- Internal : Recruiting policy, HR strategy, Size of unit, Hiring cost, Growth plans
- External : Demand/supply of skills, political/legal compulsions; Company image

SOURCES OF RECRUITMENT

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INTERNAL SOURCES

- Promotions
- Transfers
- Job Posting
- Referrals from internal employees
- Gate hiring
- Contractors
- Unsolicited applicants
- Internet hiring

EXTERNAL SOURCES

- Campus Recruitment
- Advertisements
- Employment search firms
- Employment exchanges

RECRUITMENT: ALTERNATIVES & NEW TRENDS

- Ask existing ones to work overtime
- Get additional hands through subcontractors
- Hire people on a temporary basis
- Obtain talent from leasing firms—like hospitals getting nurses on lease
- Outsource projects to companies that have expertise and talent
- Employer branding
- E-recruitment
- Poaching/raiding

SELECTION: IMPORTANT FEATURES

Process of picking individuals possessing proper qualifications, knowledge and experience

- Find the needs of the job
- Match applicant's profile with job needs
- Avoid poor selection—it is costly!
- Follow the laws of the land
- Keep employee expectations in mind
- Selection can be a good source of comp. advantage
- Create filters so that you get right candidates
- Remember selection is not a negative process; it really helps a firm get what it wants

SELECTION HURDLES TECHNIQUE

- **Reception**
- **Initial screening interview**
- **Application blank--can be a weighted one also**
- **Employment/selection tests of various kinds**
- **final selection interview**
- **Medical examination**
- **Reference checks**
- **Hiring decision and appointment letter**

SELECTION TESTING

- ***Intelligence tests—memory, vocabulary, fluency, numerical ability, perception***
- ***Aptitude tests—learn quickly and apply***
- ***Personality tests—tolerance, trustworthy, outgoing, venturesome, emotionally stable, open to ideas?***
- ***Achievement tests—X knows what he claims to know—for example accurate typing skills***
- ***Simulation tests—assessment centre procedures that have individual + group exercises like in basket, business games, structured interview etc***
- ***Graphology tests—lines, loops, strokes, curves***
- ***Polygraph test—lie detector tests***

TYPES OF INTERVIEWS

- **Oral examination of candidates for employment**
- **Non directive interview**
- **Directive/structured interview**
- **Situational interview**
- **Behavioural interview**
- **Stress interview**
- **Group discussion interview**
- **Panel or board interview**

INTERVIEWING MISTAKES

- **The hallow effect: one feature of X influencing assessment**
- **Leniency error—being**
- **Candidate order error—order in which candidates present for interview**
- **Projection—selecting people who are mirror images of the interviewer**
- **Stereotyping—generalizing features that influence outcomes---say X aggressive because he is from Kerala etc**

THE INTERVIEW PROCESS

- Preparation
- Information exchange
- Evaluation
- Reception
- Termination

Guidelines

- needs of job, possess requisite qualifications
- Examine relevant data + factual information
- Take a holistic view and make objective assmt
- Allow X to speak freely and listen properly
- Treat properly, leave a good impression and do not rush to close interview quickly

COMPETENCY MAPPING

Skill needs + knowledge + behavioural traits required to carry out a job effectively

- **Decide position that need mapping**
- **Collect key performance areas**
- **Find whether X is capable of carrying out essential tasks of a job in a proper way**
- **Consolidate list of competencies needed by position holders**
- **Edit, formalize and present the list to supervisors**