

Human Resources Management III.

Employee Recruitment

Employee Recruitment I.

- **Human Resources Planning I.**
 - **one of the most important HR activities**
- **What do you need?**
 - **knowledge of strategic business plan (organization goals, hiring policy)**
 - **knowledge of evolution of the company**
 - **knowledge of appraisal system**

Employee Recruitment IIA.

- **Human Resources Planning II.**
- What are you going to do?
 - **Forecast Staffing Requirements** (identification of open positions caused by turnover or growth)
 - **Develop Succession Plans** (managers developed individual succession plans for important positions)
 - **Identify Training Requirements**
 - **Conduct Organizational Review**

Employee Recruitment IIB.

- **Organization goals**
 - (Why does the organization exist? What are goals and objectives?)
- **Job design**
 - (What are the duties and responsibilities of the individual worker?
What work does the individual perform for the organization?)
- **Job success criterion**
 - What distinguishes successful performance from the opposite one?
- **Job specification**
 - What traits, skills, and qualities in the individual are related to successful performance?
- **Selection instruments**
 - What devices are available for determining if the applicant possesses the desired traits, characteristics, and skills?

Employee Recruitment III.

- **Recruitment Sources I. :**
- **Internal Recruitment**
 - **Increases morale of all employees**
 - **Knowledge of personnel records**
 - **Chain effect of promotion**
 - **Need to hire only at entry level**
 - **Usually faster, less expensive (from the beginning)**

Employee Recruitment IV.

- **Recruitment Sources II. :**

- **External recruitment**

- **Applicant pool is greater**
- **New ideas, contacts**
- **Reduces internal infighting**
- **Minimizes Peter Principle**
- **May solve Vacant Principle**

Employee Recruitment VI.

- **Methods of Recruitment**
 - **External Agencies (Private Employment Agencies)**
 - **saving time, spending money (short time view)**
 - **Internal Selection**
 - **saving money, spending time (short time view)**
 - **Leasing Employees**
 - **HR – Department strategy**

Employee Recruitment VIIA.

- **Steps in the Selection Process**
- **Announcement**
- **CV, motivation letter**
- **Initial Screening**
- **Application Blank**
- **Testing**
- **Background Checks**
- **Interview(s)**
- **Department Interview**

Employee Recruitment VIIB.

- **Announcement**
- **Target and how to hit it**
- **specialized periodicals**
- **specialized www pages**
- **www pages of the company**
- **Information engaged**
- **Job description, minimum qualification, job conditions, time-table of selection process, experience needed, benefits, place**

Employee Recruitment VIIC.

- **CV, Motivation letter**
- **CV**
- <http://jobsearch.about.com/od/sampleresumes/l/blresume4.htm>

- ***Motivation letter***
- **Not just – I would like to, yet why do you have motivation for doing such job, such position**

Employee Recruitment VIID.

- **Steps in the Selection Process**

- **Initial Screening**

- minimizes the time the HR department must spend during the selection process, minimum qualification etc.

- **Application Blank**

- example

Employee Recruitment VII E.

➤ Writing tests I.

- periods of growth (1940-1950, 1970-1980), yet also periods of decline (60. late 80) WHY?
- writing test has really strong, but also weak points
- the strong ones (objectivity, validity, time-saver process)
- the weak ones (lack of interaction, lack of second and third level question, lack of subjective info)
- HRM has to combine writing tests with other tools
- Writing test - types
- (general Intelligence Tests, Aptitude Tests, Personality and Interest Tests)

Employee Recruitment VIIF.

- **Writing tests II. – types**
 - **General Intelligence Tests**
 - Consistent relation between occupation and general intelligence
 - Intelligence tests are useful to roughly categorize, yet it is meaningless
 - aspect ratio – what we get and how much time we have to spend is really bad

Employee Recruitment VIIG.

- **Writing tests II. – types**
 - **Specialized tests**
 - **post-Kohlberg moral attitude tests (example)**
 - **thematic apperception test (TAT)**
 - **emotional intelligence**
 - **language test**
 - **useful, good aspect ration what we got and how much time we used**

Employee Recruitment VIIH.

➤ Interviews

➤ (The Structured and Semi-Structured Interview)

- ***The purpose of the interview is to determine:***
- 1) Does the applicant have the ability to perform the job?
- 2) Will the applicant be motivated?
- 3) Will the applicant fit in with the organization?
- ***How to do it?***
- ***Do the next steps ...***

Employee Recruitment Vlli.

- **Interview**
- *Preparation*
- **Settings** (how to put the applicant at ease and provide consistent surroundings ...)
- **Documentation** (prepare a system of written records and formalized procedures for interview)
- **Standardization** (standardize the interview format)
- **Scoring** (determine how the interview will be scored)
- **Prepare job-related, motivation-related and personal orientation-related questions**

Employee Recruitment VIII.

- How to do the Selection Process?
- We know now tools, yet how to do it?
- **Triangel contra square?**
- **Exclusivity contra up to the last time inclusivity?**
- **The Selection Decision – the last word**

Employee Recruitment IX.

- Do it your self – task: