



UNIT -1

RECRUITMENT AND SELECTION PROCESS

Staff Training Solutions

Learning Outcomes

By the end of this unit the learner will be able to:

- ✓ Recognize the costs incurred by an organization when a wrong hiring decision is made.
- ✓ Develop a fair and consistent interviewing process for selecting employees.

Unit 1

Recruitment and Selection Process

History of the Interviewing Process

The interview process is not new, and it continues to evolve. In 1919, Alfred Binet, a noted psychologist and the father of intelligence testing, first tried some experimental interviews. He had three schoolteachers assess the same five children to ascertain their intelligence. When Binet asked the teachers whether they were confident of their assessments, they responded that they were. There was only one problem: they disagreed widely about the students' intelligence levels. Binet then abandoned the interview in favor of more rigorous testing.

During World War II, large-scale decisions had to be made about putting soldiers to work. The time-honored military tradition of saying, "You, go there" didn't work any longer. However, when the same applicants were interviewed by several classification officers, they couldn't agree on where to rank the applicant. In one case, an applicant was ranked first by one officer and fifty-seventh by another. When several interviewers can't agree on ranking, we can reliably say that there are issues with the ranking system, and with the people conducting the ranking.

The stress interview got the spotlight because of an American flying ace, Captain Eddie Rickenbacker, who had a number of interesting little tests for applicants. He would have the interviewee's chair nailed to the floor, and then watch the applicant try to obey his command to move the chair a little closer. He also would direct them to a closed door when the interview was over. The door opened into a closet and he would evaluate their reaction. Stress interviews today include things like:

- ✓ The interview and the candidate have a meal together and the interviewer waits until the candidate has a mouthful of food before asking a question
- ✓ An interviewer offers the candidate an oversized stuffed chair or a chair that is suited for a child
- ✓ A candidate is given a written test but no pen or pencil

Of course we know today that stress interviews really only tell us how a candidate would react under a certain kind of stress, not how proficient they are in their day-to-day work performance.

As early as 1942, intelligence testers were advocating using a structured set of interview questions so that each candidate could be given equal consideration. However, the traditional fly by the seat of your pants type of interview kept coming to the fore, even though it had an accuracy rating of anywhere from 14% to about 50% .

Over the years, structured interviews have been gaining more and more favor with organizations. Structure improves accuracy and validity and makes the selection process more defensible.

It is important to note that today's research indicates that structured interviews that are based on job requirements and that combine competency-based questions, behavioral-type questions and critical incidents, give organizations an accuracy rating that is far, far higher than ever before. We know that the structured interview, where every candidate has the opportunity to answer the same questions, is more objective and defensible.

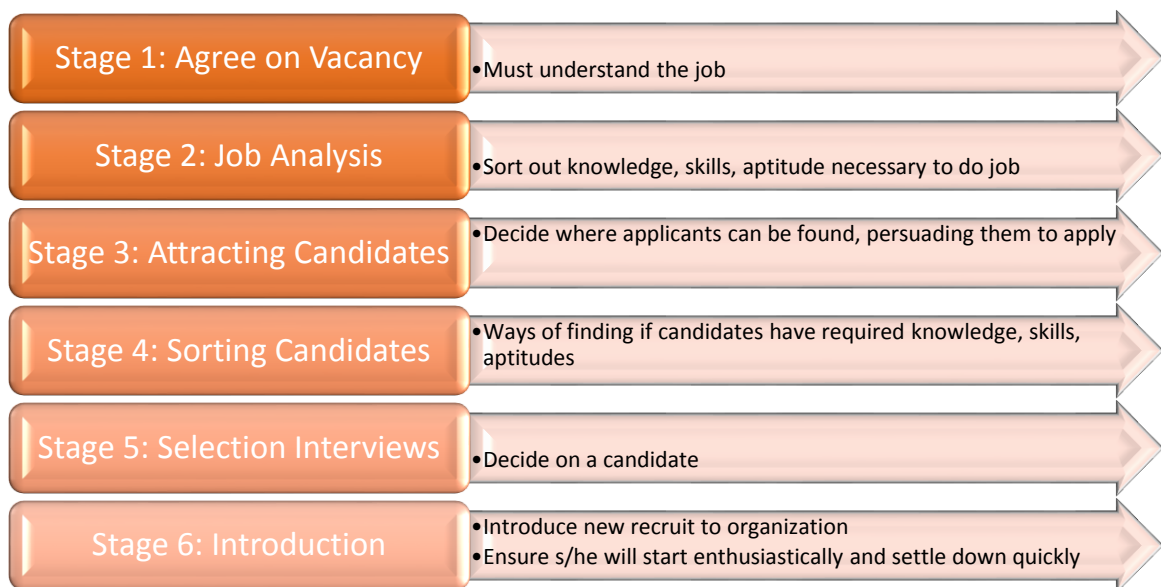
We recognize the validity of behavior-based questions because the best predictor of future performance is past performance.

Well-prepared critical incidents (stories of real events that ask for specific behaviors) identify performance behaviors and have about an 85% accuracy rating.

However, interviewing is not a science. Our job is to eliminate as many opportunities for error as possible. Know what the job entails, follow these recommendations for interviewing, and combine the interview with other testing for the best shot at getting a good candidate.

The Recruitment and Selection Process

Recruitment and selection refers to attracting the right applicants to your candidate pool, and then choosing the best person available for the job. There are six stages to the recruitment and selection process.



What are the costs involved in hiring a new employee?

What are the costs of hiring the wrong person?

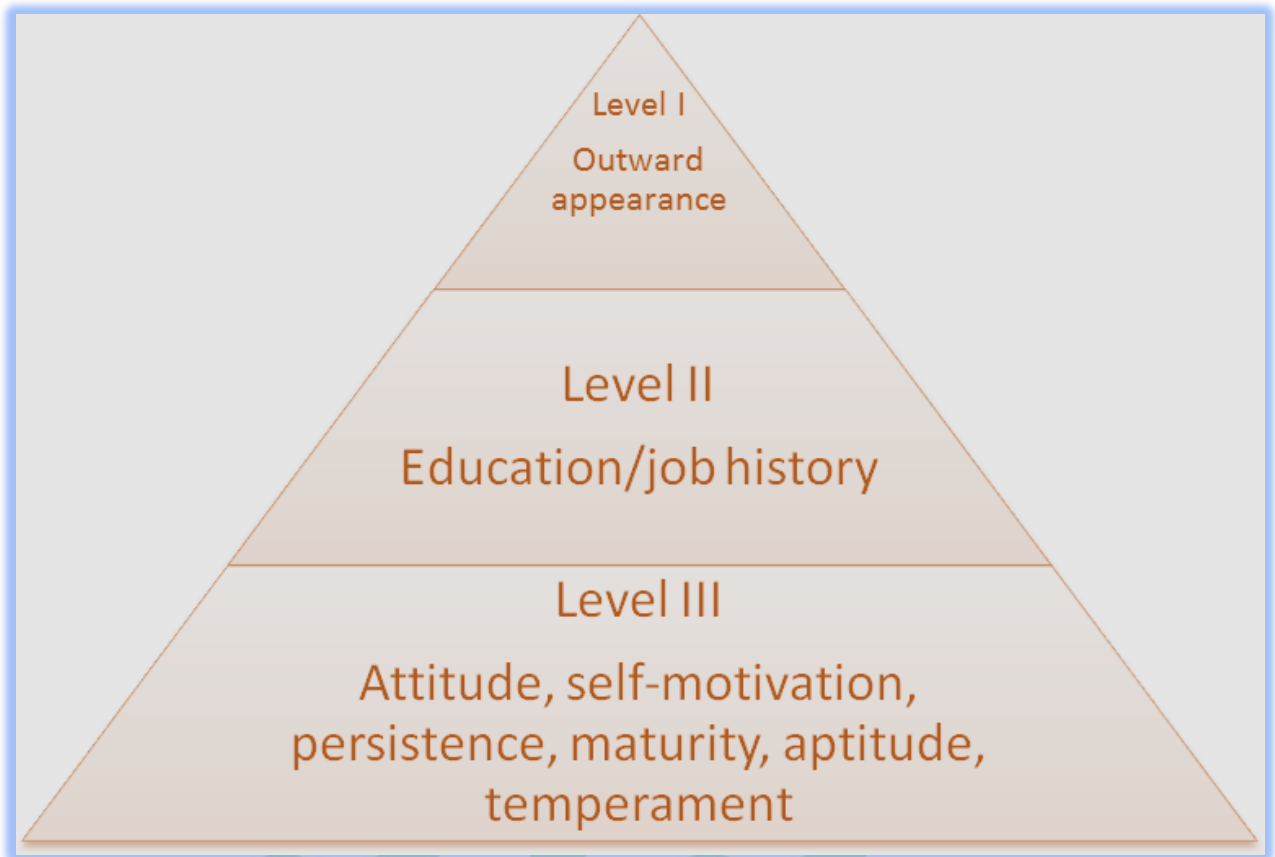


What part does the recruiter play in all of this?

Factors in the Hiring Process

The Three Factors

Hiring is a process, and we define it by discussing three levels that a candidate will share with you during the recruiting and selection process:



Level I factors include how they present themselves to you; their outward appearance.

Level II includes the competencies that they bring to the job, demonstrated by their work history and their education.

Level III traits tend to be highly stable. Your goal is to predict future performance by getting a deeper understanding of how someone has displayed level III qualities in the past. The best predictor of future behavior is past behavior.

Principles for Exploring Past Actions

- ✓ The best predictor of future performance is past performance **in similar circumstances**.
- ✓ The more varied the situations in which behavior is demonstrated, the more deeply-rooted the behavior.
- ✓ The more recent the behavior, the more likely the reaction is able to predict future performance.
- ✓ The more long-standing the behavior, the more deeply-rooted it is.

- ✓ People reveal past patterns of behavior most vividly in instances where they experience greatest successes or the most challenging setbacks.
- ✓ Look for patterns of behavior, which are more likely to be repeated than single instances.

Three Areas to Explore

Candidates do more than just work, and especially when hiring candidates right out of school you will find they have very little experience to talk about during an interview. Your questions, when well designed, can have them draw from experiences in the following areas, and are helpful for people with and without recent job experience.

- ✓ Work
- ✓ School/Education
- ✓ Outside Activities

Cost Analysis

Do you have any idea of what it costs to hire a new employee? Sometimes when we see all the people coming to the door looking for jobs, we think employees are like potatoes on a conveyer belt: toss out the reject and select another one. But employee turnover costs money, often a lot more than we realize. Costs include everything from the cost of running an ad to screening and interviewing the candidates, to the time and money to orient and train new people. Some companies have identified costs ranging from 35% to as much as 100% of an employee's annual salary.

Reducing the costs of hiring means that we have to do what we can to minimize employee turnover by making sure we hire the right person in the first place.

Costs to Consider

Lost productivity

Not only will you lose productivity while the job is vacant, the interviewing and training process can also consume resources and time.

Recruiting costs

Don't forget somebody's time to place an advertisement. They must check what the organization is looking for, prepare information, verify copy, e-mail the ad to the newspaper or website, and then handle phone calls, inquiries, and resumes.

Screening costs

This includes reviewing resumes (based on a resume short-listing guide that has been prepared by someone, we hope). Also included is the cost of responding to directed inquiries and requests for

information. Don't forget any letters of regret you send out, including paper, postage, and time to type and sign.

Interviewing costs

This includes time spent contacting candidates, arranging interviews, preparing for the interviews, and conducting them. You'll also need to type, sign, and send more letters of regret.

Testing costs

If you do testing, there is a cost associated with monitoring and rating the tests. Doing group testing? Divide total cost by number of candidates who will be interviewed.

Evaluating costs

This includes time spent evaluating, checking references, and making the selection, and the cost of making the job offer. Include time spent negotiating with the candidate, arranging start date, and other arrangements that must be made before the candidate arrives. (Business cards? Supplies? Locker and keys? Safety equipment?)

Training costs

The money associated with taking the time to meet the candidate; introducing him/her to others; providing an orientation; and providing WHMIS or other training.

Other costs

As well, consider the cost of reduced efficiency as the new employee learns the job, including time spent by someone answering questions and showing him/her the ropes. There may also be other employee turnover costs associated with your organization.

Add these costs up to get the total cost of replacing one employee.

Calculating the Cost

Item	Estimate
Lost productivity	
Recruiting costs	
Screening costs	
Interviewing costs	

Testing costs	
Evaluating costs	
Training costs	
Other costs	
TOTAL	

Job Analysis and Position Profiles

Managers who understand what a job involves do a much better job of hiring the right person. They also have a much lower rate of hiring error than those who run in at the last minute and begin the interviewing process.

First of all, who will you go to if you want to know what the job entails? The organization, the supervisor, or the incumbent (the person currently performing the job)?

Answer: The supervisor. The organization will determine if the position is to be filled, and the broad scope of the job, but it is the direct supervisor who knows best what that position demands. The incumbent undoubtedly has valuable insights into the position but it is not their role to determine what the position is to be.

Job Analysis

An occasional job analysis can serve a very useful purpose. Sometimes we don't really stop long enough to take stock of a position. Hiring the right person the first time takes more than a gut feel. It takes planning and preparation, both of which begin with:

- ✓ Understanding the job and what it involves
- ✓ Understanding the technical skills the job requires
- ✓ Understanding the performance skills the job requires
- ✓ Describing those skills in objective, behavioral terms

For those of you who may not know where to start, we're including a very simple job analysis form. This form is designed to help define the qualities and talents needed for a particular job. The questions are designed to give data useful not only to determine technical requirements (what the incumbent can do), but also the motivational factors (what the individual will do) and the interpersonal or environmental factors (how well they fit).

Use this form to analyze a job prior to an interview by completing it yourself or use it as a guide when gathering job information from others.

Job Analysis Worksheet

Job Title:	
Grade/Salary Level:	
Position Reports to (Title):	

Job Information

List the most important duties and responsibilities.

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Describe key involvement with others; superiors, subordinates, peers, vendors, customers, or other contacts.

What are the potential sources of satisfaction?

What are the potential sources of dissatisfaction?

What jobs or career opportunities might be available (indicate even if limited)?

Putting Job Information To Use (Defining “Can Do,” “Will Do,” and “Fit”)

Can-Do Factors

Can they do the job?	
What specific experiences, skills, equipment knowledge, abilities, prior training or education, physical requirements, etc., are required or desired for successful job performance?	

Will-Do Factors

Will they do the job?	
What specific behaviors are required or desired in order to be sure that individuals will apply themselves and behave in ways that are associated with success on the	

job?	
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Fit Factors

Will the person fit into the specific environmental circumstances of the job? Include information about the type of industry or business, atmosphere of your organization, circumstances of work at department or area level, and the circumstances of the specific job.	

Knockout Items

What specific situational factors such as long hours, overtime, shift work, weekend work, travel, relocation, or physical demands are required on this job?	
What circumstances would eliminate the person from consideration?	

Position Profiles

People don't always like preparing position profiles. They feel they have just given their employee the perfect excuse to say, "That's not in my job description." On the other hand, we have organizations that take to position profiles or job descriptions with a vengeance; they have pages of descriptions.

If 1 was a no-job-description organization, and 10 was a detailed-job-description organization, where would your organization fit?

The position profile we suggest is somewhere between these two. The profile can be expanded, perhaps even contracted, but it gives the recruiter something that tells them what kind of person they are looking for, without too many restrictions.

One of the biggest problems identified in the workplace right now, with the continuing rapid pace of change we have become accustomed to, is the employee who doesn't know what his role is, doesn't know what he is to do, and doesn't know what others expect of him. Even if the position profile never gets into the employee's hands, it is a very good exercise for supervisors. Then at least they know what they want their employees to do, and they can tell them in that first interview, or in the orientation after hiring.

There are three important categories in a job description:

- ✓ Purpose: Not what they do, but why they are there, the reason the job was created.
- ✓ Key Responsibilities: What you are paying them to accomplish.
- ✓ Typical Activities: The things they are expected to do in order to accomplish these responsibilities.

For example, look at a receptionist position.

- ✓ Purpose: To provide support to staff.
- ✓ Key Responsibilities: Make clients feel welcome.
- ✓ Typical Activities:
 - Smile and greet customers by name as they come in door.
 - Keep coffee/tea ready for customers at all times.
 - Keep plants in reception area watered and tended and magazines neatly stacked.

Further Reading: