Chapter 7

Recruiting, Selecting, Training, and Developing Employees

Recruiting Employees

Organizational goals in recruiting

- Attract a pool of qualified applicants; with interest in working for that specific company
- Keep pool at a manageable size; with enough choices
- Provide realistic job previews

Individual Goals in Recruiting

- Meet work related goals; benefits, challenging work assignments
- Meet professional goals; promotion opportunity
- Address personal needs; financial income, job security, location of job

Sources for recruiting

- Internal Recruiting; Looking inside the organization
  - Job posting
  - Supervisory recommendations
- External recruiting; Looking to sources outside the organization for prospective employees
• External Recruiting Methods
  • Word-of-mouth, advertisements, college placement offices, electronic recruiting, employment agencies
    • Electronic Recruiting Advantages:
      • Cost effective
      • Time saver
      • Reaches a large number of applicants

Employment Agencies
  • Public employment agencies
  • Private employment agencies
  • Executive search firms

Internships: A Mixed Model
  • A form of temporary employment
  • Intern must be a good fit
  • Hiring an intern is a form of internal and external recruiting

Advantages of internal recruiting
  Increased motivation, sustains knowledge and culture

Disadvantages of Internal Recruiting
  • May cause stagnation, may cause a ripple effect
Advantages of External Recruiting

• New ideas, avoids the ripple effects

• Disadvantages of External Recruiting

• May hurt motivation, costs more

Realistic Job Preview Benefits

Helps ensure that job seekers understand the actual nature of jobs available to them

Provides job applicants with an opportunity to observe others performing the work

The Selection Process

Steps in the selection process

Gather information about pool of qualified applicants

Evaluate the qualifications of each applicant

Make decisions about employment offers

Basic Selection Criteria

Education

Experience

Skills and abilities

Personal characteristics; reflect the applicants personality and are difficult to assess objectively.
Hiring for “FIT”; may not have skills needed for job, but will have alignment with
organizations values.

**Popular Selection Techniques**

- Applications and backgrounds- tells if qualified
  - Weighted and biodata
- Employment tests- tells of performance
- Interviews- gives impression
  - Personal Interviews a selection technique that uses a face-to-face conversation between the job applicant and a representative of the organization as part of the selection process.
- References and recommendations- get feedback
- Physical examination- tells if capable of performing job

**The Selection Decision**

- Multiple indicators used due to limitations on tests
- Selection errors will occur
- Reliability and validity of tests is important in establishing job relatedness of the selection technique

**Legal and Effectiveness Issues in Recruiting and Selection**

- HR’s Crucial Role in Selection
  - HR managers help the organization defend itself in hiring discrimination cases
- Utility Analysis
EXAMPLE OF A HUMAN RESOURCES MANAGEMENT – CHAPTER OUTLINE

- Attempts to determine how much benefit a selection system provides to an organization.
- Assesses the practical payoff for any selection system.

Training and Development

- Training - A planned attempt by an organization to facilitate employee learning of job-related knowledge, skills, and behaviors.
- Development - Teaching managers and professionals the skills needed for both present and future jobs

Assessing Training and Development Needs

Needs analysis

- Organization’s job-related needs
- Capabilities of the existing workforce

Setting organizational and individual training and development goals

Determining approach

- In-house programs
- Outsourced programs

Organizational Development Techniques

- Survey feedback
The hiring process is key to any organization, and testing is very important in the hiring process. If the qualified candidates are hired, then many problems will be avoided. Many times I have witnessed businesses with a limited interview process hire false positive employees, without the proven skills needed for the position.

My current employer understands the importance of testing and hiring by fit. In his company he is researching and trying to develop testing for certain positions and has different tests in place when hiring within and outside the company for other positions.

Key terms

**Recruiting** - the process of developing a pool of qualified applicants who are interested in working for the organization and from which the organization might reasonably select the best individual or individuals to hire.

**Internal recruiting** - the process of looking inside the organization for existing qualified employees who might be promoted to higher level positions.

**Job postings** - a mechanism for internal recruiting in which vacancies in the organization are publicized through various media such as company newsletters, bulletin boards, internal memos, and firm's intranet.
**Supervisory recommendations** - a mechanism for internal recruiting, a manager solicits nominations or recommendations for a position that needs to be filled from supervisors in the organization.

**External recruiting** - looking to sources outside the organization for prospective employees.

**Word-of-mouth recruiting** - an organization simply informs current employees that positions are available and encourages them to refer friends, family members, or neighbors for those jobs.

**Headhunter** - an individual working for an executive search firm who seeks out qualified individuals for higher-level positions.

**Realistic job preview (RJP)** - an effective technique for ensuring that job seekers understand the actual nature of the jobs available to them.

**Selection** - identifying the best pool of qualified candidate or candidates for a job from among the pool of qualified applicants developed during the recruiting process.

**Education** - the formal classroom training an individual has received in public or private schools and in a college, university, or technical schools.

**Experience** - the amount of time the individual has spent working in either a general capacity or a particular field of study.

**Big five personality traits** - neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness-tend to be more behavioral than cognitive or emotional and are more likely to be more important for job performance than more traditional personality traits.
Employment application- asks individuals for various bits of information pertaining to their personal background.

Weighted application blank- relies on numerical indexes to determine the relative importance of various personal factors for predicting a person’s ability to perform a job effectively.

Biodata applications blanks- focus on the same type of information that is found in a regular application but go into more complex and detailed assessments about that background.

Employment test- a device for measuring the characteristics of an individual such as personality, intelligence, and aptitude.

Cognitive ability tests- measure mental skills.

Psychomotor ability tests- measure physical abilities such as strength, eye-hand coordination, and manual dexterity.

Personality tests- measure traits or tendencies to act, which are relatively unchanging in a person.

Self-report inventory- a paper and pencil measure in which an applicant responds to a series of statements that might or might not apply to him or her.

A projective technique- involves showing an individual an ambiguous stimulus, such as an ink blot or a fuzzy picture, and then asking what he or she “sees”.

Integrity tests- attempt to assess an applicant’s moral character and honesty.

Work simulations (work samples)- involve asking the prospective employee to perform job tasks or job related activities that simulate or represent the actual work for which the person is being considered.
In basket exercises- are special forms of work simulations for prospective managers. They consist of collections of hypothetical memos, letters, and notes that require responses.

Structured employment interview- the interviewer either prepares or receives from others a list of standard questions to be asked during the interview. All interviewers ask the same questions of each candidate to achieve consistency across interviews.

Unstructured employment interview- involves relatively little advance preparation. The interviewer may have a general idea about what she or he wants to learn about the job applicant but has few or no advance questions that are formally constructed.

Situational interview- a type of interview, growing in popularity, in which the interviewer asks the applicant questions about a specific situation to see how the applicant reacts.

First impression error- occurs when an interviewer makes a decision too early in the interview process. This error may significantly affect a decision even when subsequent information may have been wrong.

Contrast error- occurs when the interviewer is unduly influenced by other people who have been interviewed. For example, suppose an interviewer meets with one candidate who is extremely good or extremely bad. The next person interviewed may suffer or benefit by the contrast with this person.

Similarity error- occurs when the interviewer is unduly influenced by the fact that the interviewee is similar to the interviewer in one or more important ways. As a result of the
perception of similarity, the interviewer may be more favorably disposed toward the candidate than the candidates credentials warrant.

**No relevancy**- a type of error that occurs when an interviewer really does not know enough about the job for which he or she is interviewing candidates. As a result, the interviewer bases an assessment of the individuals’ abilities to perform the job on incomplete or inaccurate assessments of the nature of that job.

**False positives**- are applicants who are predicted to be successful and are hired but who ultimately fail.

**False negatives**- applicants who are predicted to fail and are not hired, but if they had been hired would have been successful.

**Reliability**- the consistency of a particular selection device—that is, it measures whatever it is supposed to measure without random error; not the same as accuracy.

**Test validity**- means that scores on a test are related to performance on the job. This must be determined empirically, and it is critical to defending against charges of discrimination in hiring.

**Criterion**-related validity- the extent to which a selection technique accurately predicts elements of performance. It is most typically demonstrated by establishing a correlation between a test or measured performance in a simulated work environment and measures of actual on the job performance.

**Utility analysis**- an attempt to determine the extent to which a selection system provides real benefit to the organization.

**Training**- is a planned attempt by an organization to facilitate employee learning of job-related knowledge, skills, and behaviors.
Development - refers to teaching managers and professionals the skills needed for both present and future jobs.

Work based programs - tie training and development activities directly to performance of the tasks.

Apprenticeships - involve a combination of on the job training and classroom instructions.

On the job training - involves having employees learn the job while they are actually performing it.

Vestibule training - involves a work-simulation situation in which the job is performed under a condition that closely simulates the real work environment.

Organizational development - a system wide effort, managed from the top of the organization, to increase the organizations overall performance through planned interventions.

Organizational learning - refers to the process by which an organization “learns” from past mistakes and adapts to its environment.