

**SOS POLITICAL SCIENCE AND PUBLIC
ADMINISTRATION
JIWAJI UNIVERSITY, GWALIOR**

MBA H.R.D. IV SEM

PAPER: HRD-402

**SUBJECT NAME: MANPOWER POLICY &
PLANNING**

TOPIC NAME: RECRUITMENT AND SELECTION



Introduction of Recruitment

Important assets of
an organisation



Helps in achieving goals

Definition

PROCESS OF
LOCATING AND
ENCOURAGING

ATTRACTS LARGE
NUMBER OF
APPLICANTS



Sources of recruitment

Internal sources

External sources



INTERNAL SOURCES

TRANSFERS

PROMOTION

UPGRADING

DEMOTION

RETIRED EMPLOYEES



SOURCES OF RECRUITMENT



SOURCES OF RECRUITMENT Cont . . .

INTERNAL SOURCES

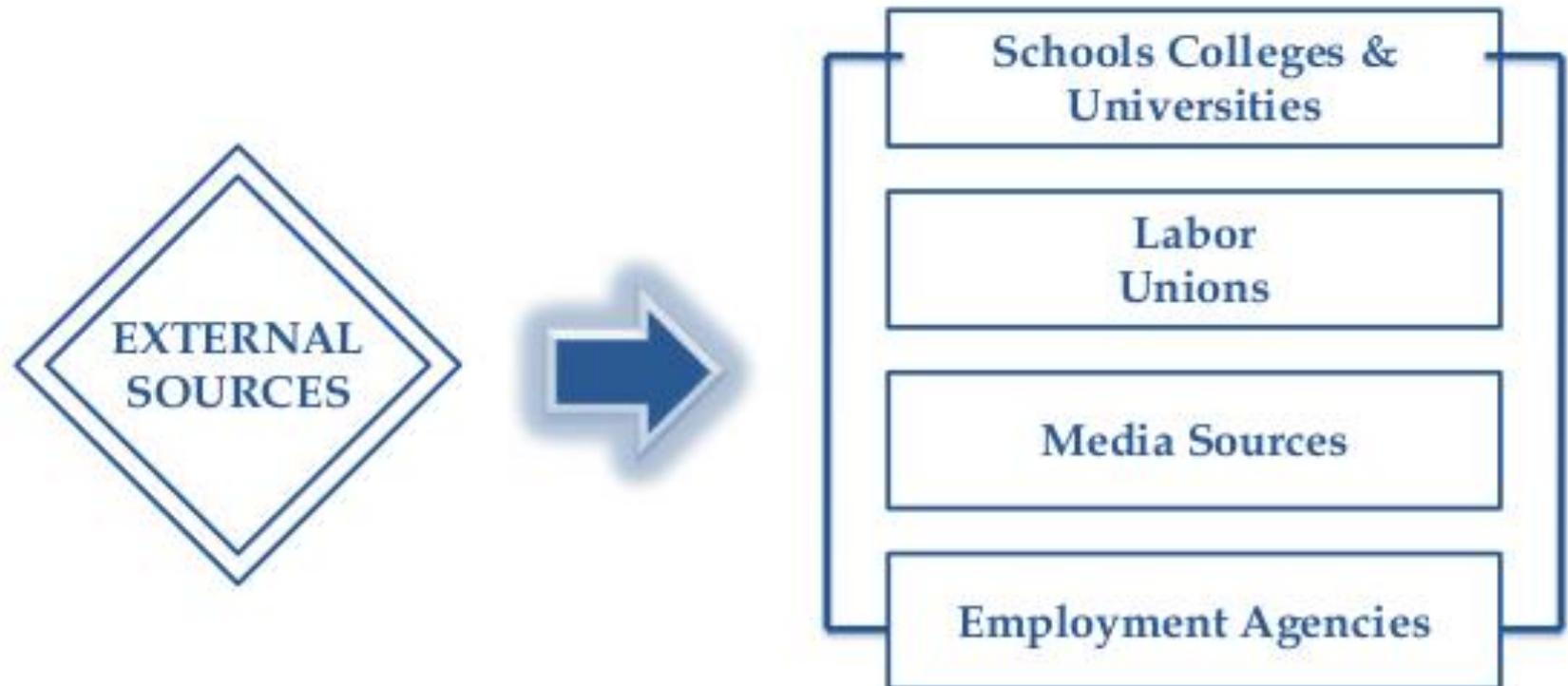
ADVANTAGES

- Morale of Promotee
- Better assessment of abilities
- Lower cost for some jobs
- Motivator for good performance
- Causes a succession of promotions
- Have to hire only at entry level

DISADVANTAGES

- Inbreeding
- Possible morale problems of those not promoted
- “Political” infighting for promotions
- Need for management-Development program

SOURCES OF RECRUITMENT Cont . . .



EXTERNAL SOURCES

ADVERTISEMENT
CASUAL SELLERS
EMPLOYMENT
EXCHANGE
LABOR UNION
WAITING LIST



SOURCES OF RECRUITMENT Cont . . .

EXTERNAL SOURCES

ADVANTAGES

- New “blood” brings new perspectives
- Cheaper and faster than training
- Professionals
- No group of political supporters in company
- Organization already
- May bring new industry insights

DISADVANTAGES

- May not select someone who will “fit” the job or organization
- May cause morale problems for internal
- Candidates not selected
- Longer “adjustment” or orientation time

INTERNET RECRUITING METHODS

INTERNET RECRUITING METHODS

1. Job Boards

2. Employer Web Sites



careerbuilder.com™



YAHOO! hotjobs™



INTERNET RECRUITING METHODS Cont . . .

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none">➤ Cost savings➤ Time savings➤ Expanded pool of applicants	<ul style="list-style-type: none">➤ More unqualified applicants➤ Additional work for HR staff members➤ Many applicants are not seriously seeking employment➤ Access limited or unavailable to some applicants

RECRUITING EVALUATION

Quantity of Applicants

As the goal of a good recruitment program is to generate a large pool of applicants from which to choose, quantity is a natural place to begin evaluation

Quality of Applicants

In addition to quantity, the issue arises as to whether or not the qualifications of the applicant pool are sufficient to fill the job openings. Do the applicants meet job specification and do they perform the jobs well after hire?

Yield Ratio

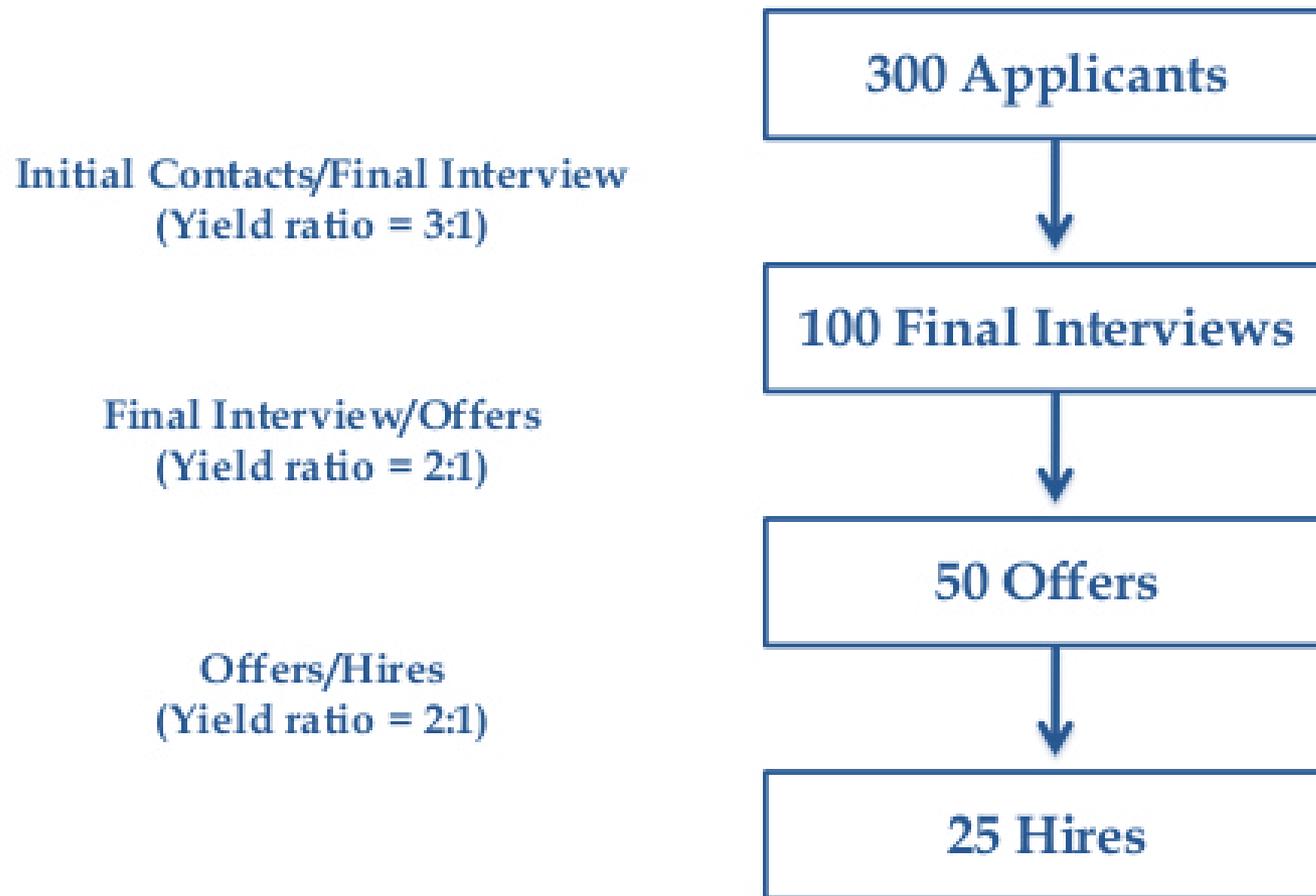
A comparison of the number of applicants at one stage of the recruiting process to the number at the next stage.

Evaluating Recruiting Costs and Benefits

In a cost/benefit analysis to evaluate recruiting efforts, costs may include both direct costs (advertising, recruiters' salaries, travel, agency fees, telephone) and the indirect costs (involvement of operating managers, public relations, image).

RECRUITING EVALUATION Cont . . .

Using Yield Ratios to Determine Needed Applicants:



CONSTRAINTS ON RECRUITMENT

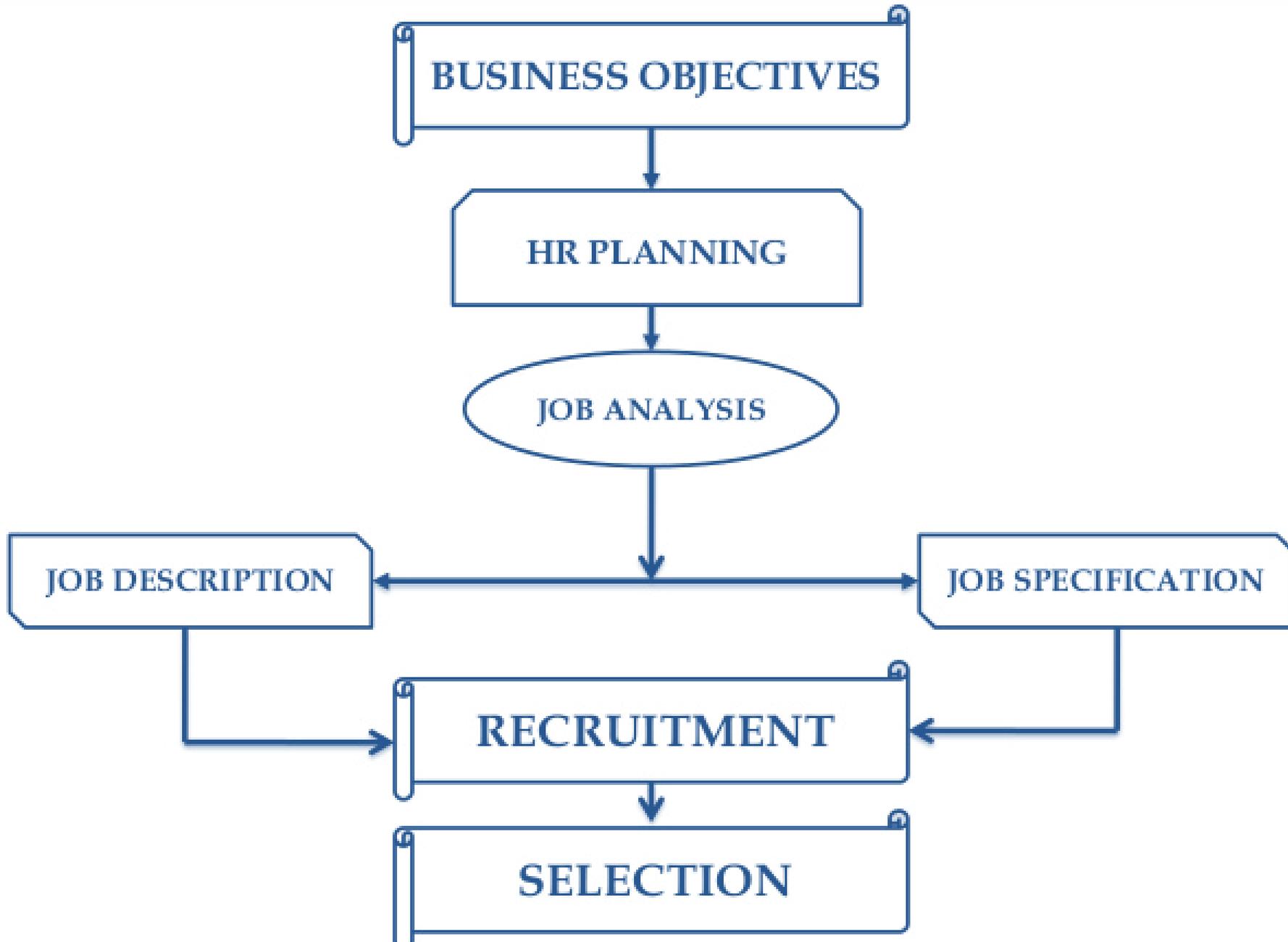
**Image of the
Company**

**Attractiveness of
Job**

**Internal
Organizational Policy**

Recruitment Cost





METHODS OF RECRUITMENT

- INTERNAL METHOD
- DIRECT METHOD
- INDIRECT METHOD
- THIRD PARTY METHOD



SELECTION

Selection has been regarded as the most important function of HR department. It ensures the organization that; it has right number, right kind of people at the right place and at the right time.



SELECTION

1

- The Process of making a “Hire” or “No Hire” decision regarding each applicant for a job.

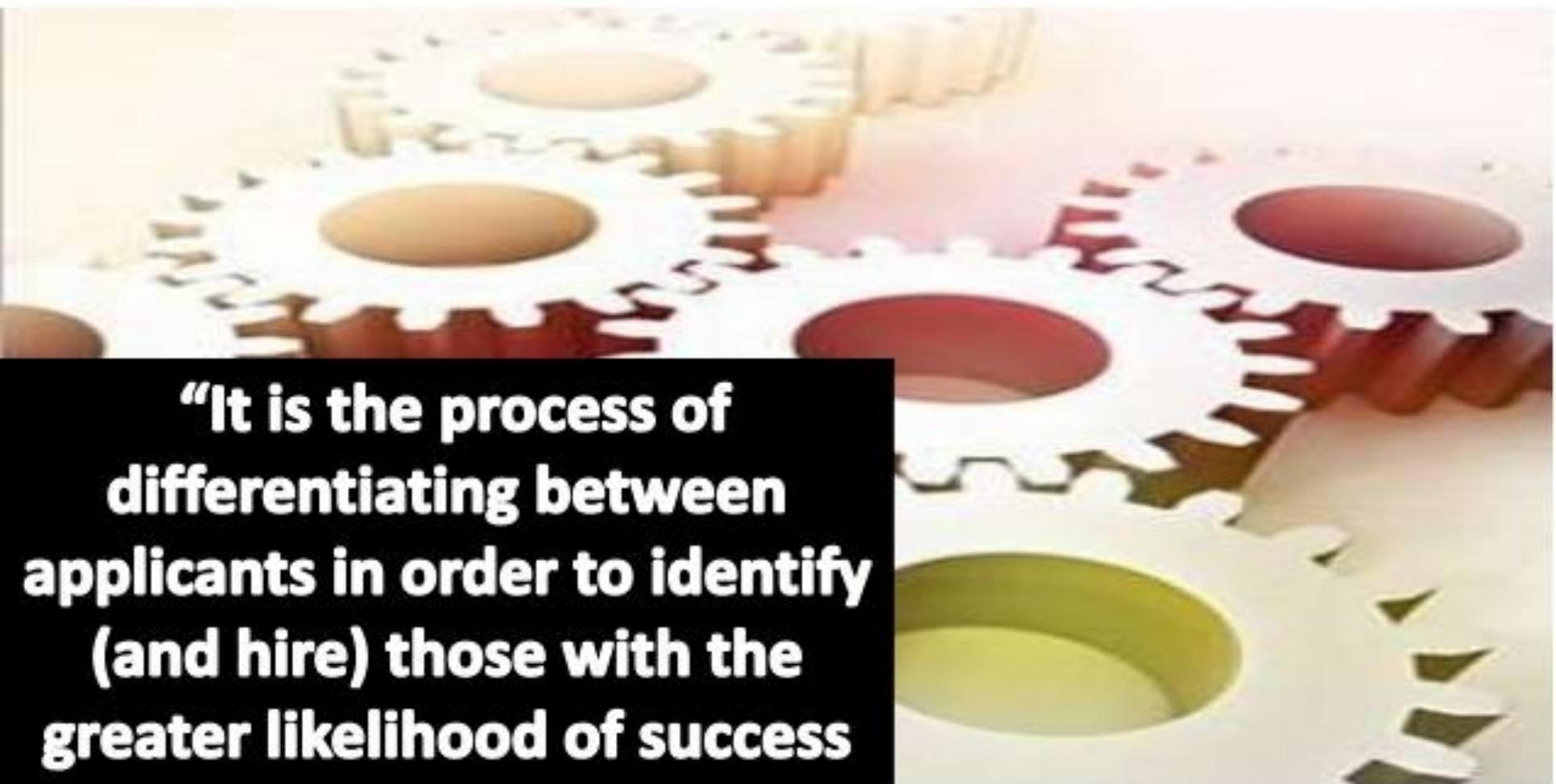
Or

2

- Selection is the process of choosing qualified individuals who are available to fill the positions in organization.



MEANING AND DEFINITIONS:



“It is the process of differentiating between applicants in order to identify (and hire) those with the greater likelihood of success

BASIC SELECTION CRITERIA



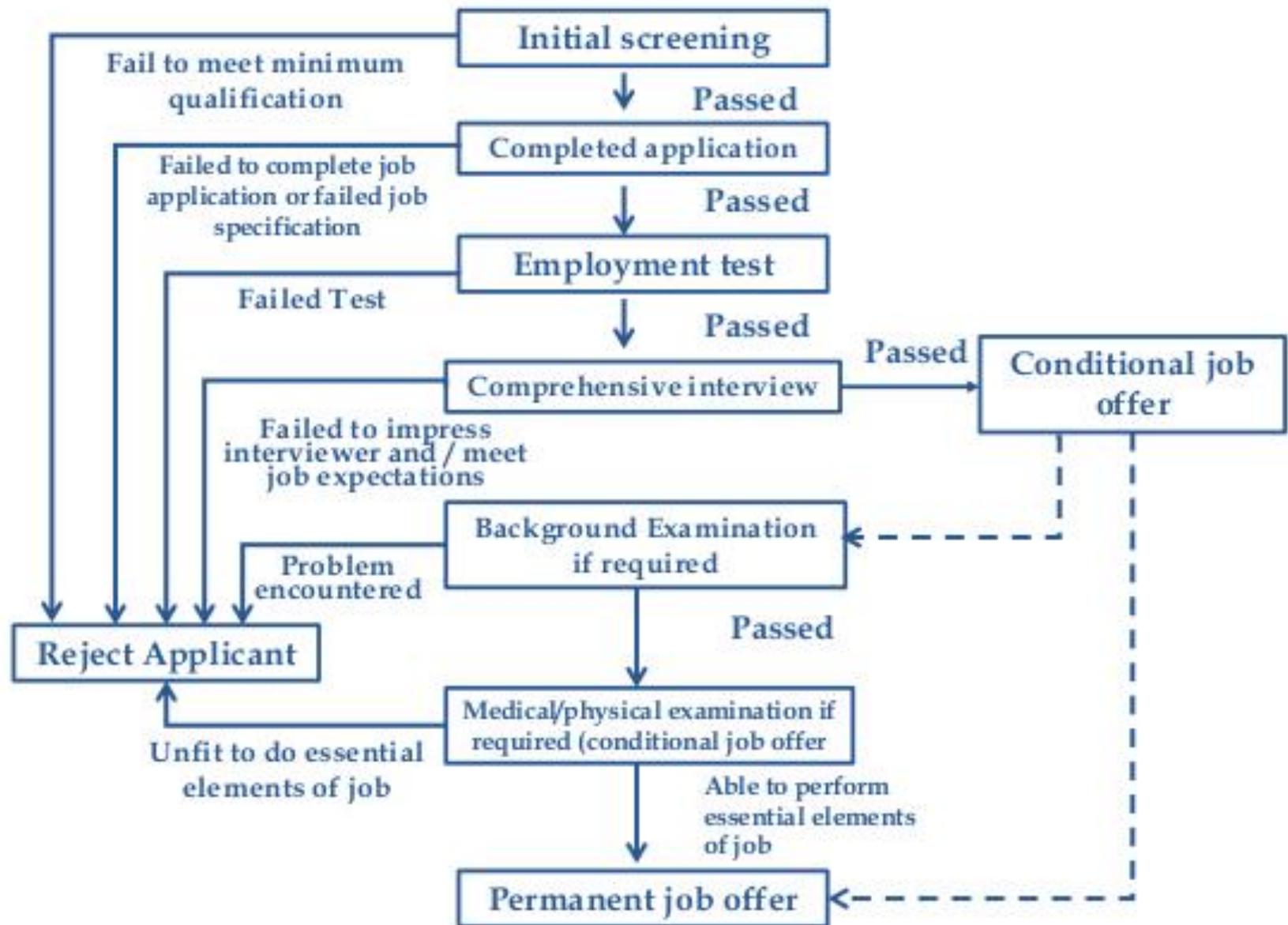
Formal Education

Experience and Past Performance

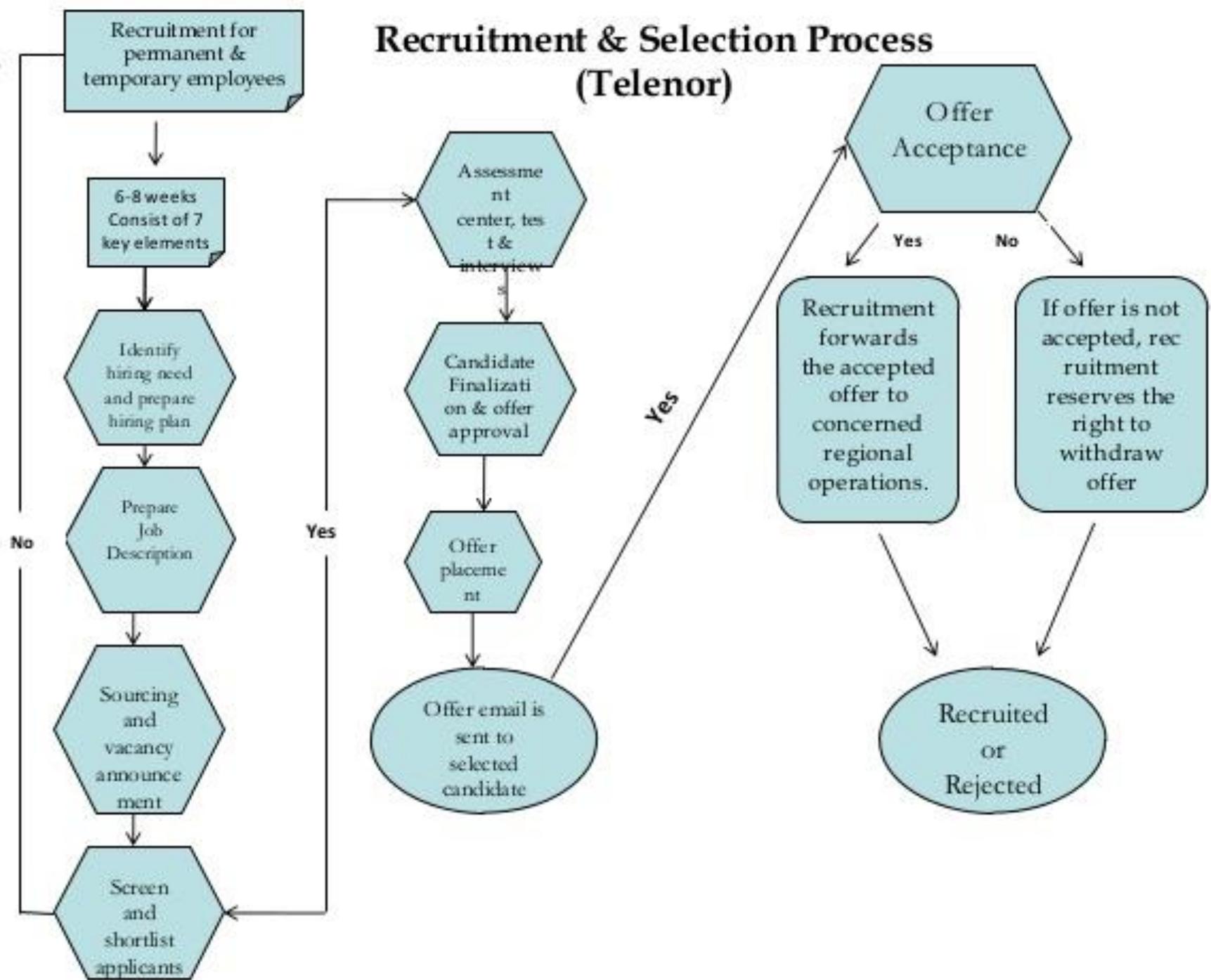
Physical Characteristics

Personality Characteristics

SELECTION PROCESS



Recruitment & Selection Process (Telenor)



SELECTION PROCESS

- 1. Preliminary Interview**
- 2. Selection Tests**
- 3. Employment Interview**
- 4. Reference and Background Checks**
- 5. Selection Decision:**



SELECTION PROCESS

cont...

6. Physical Examinations

7. Job Offer

8. Contract Of Employment

9. Evaluation of Selection program



SELECTION METHODS

The Three most Common Methods used are:

1. Testing

2. Gathering Information

3. Interviewing

SELECTION METHODS Cont ...

1. TESTING

Tests measure knowledge, skill, and ability, as well as other characteristics, such as personality traits.



TESTING TYPES



Cognitive
Ability Test

Personality
Test

Physical
Ability Test

Integrity
Test

Drug Test

Work
Sample
Testing

SELECTION METHODS Cont . . .

1. Cognitive Ability Testing

It measures the learning, understanding, and ability to solve problems. e.g. Intelligence Tests.

2. Physical Ability Testing

It assesses muscular strength, cardiovascular endurance, and coordination.

TESTING
TYPES

3. Personality Testing

It measures the patterns of thought, emotion, and behavior. e.g. Myers Briggs

SELECTION METHODS Cont . . .

4. Integrity Testing

It is designed to assess the likelihood that applicants will be dishonest or engage in illegal activity.

TESTING
TYPES

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graph TD; A[TESTING TYPES] --> B[4. Integrity Testing]; A --> C[5. Work Sample Testing]; A --> D[6. Drug Testing];
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6. Drug Testing

Normally requires applicants to provide required sample that is tested for illegal substances.

5. Work Sample Testing

Measures performance on some element of the job.

SELECTION METHODS Cont . . .

TEST SAMPLE



Table 6.3

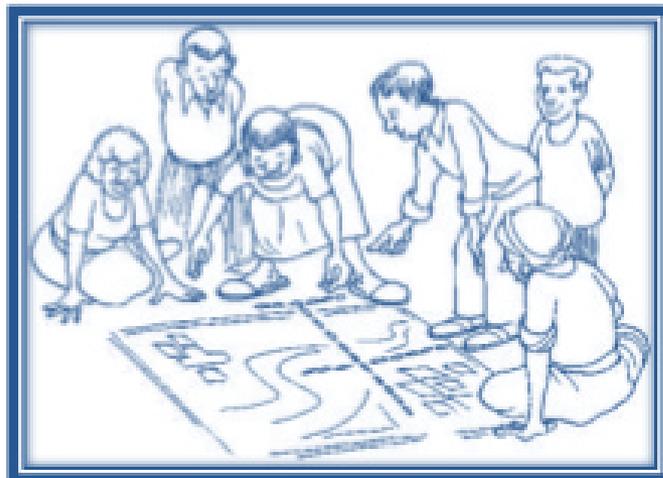
Wonderlic Personnel Test Sample Questions

- Which of the following is the earliest date?
A) Jan 16, 1898 B) Feb. 21, 1889 C) Feb. 2, 1898 D) Jan. 7, 1898 E) Jan. 30, 1889
- LOW is to HIGH as EASY is to ____?
J) SUCCESSFUL K) PURE L) TALL M) INTERESTING N) DIFFICULT
- What is the next number in the series? 29 41 53 65 77 ____?
J) 75 K) 88 L) 89 M) 98 N) 99
- One word below appears in color. What is OPPOSITE of that word?
She gave a complex answer to the question and we all agreed with her.
A) long B) better C) simple D) wrong E) kind
- Jose's monthly parking fee for April was \$150; for May it was \$10 more than April; and for June \$40 more than May. His average monthly parking fee was ____?____ for these 3 months.
J) \$66 K) \$160 L) \$166 M) \$170 N) \$200
- If the first two statements are true, is the final statement true?
Sandra is responsible for ordering all office supplies.
Notebooks are office supplies.
Sandra is responsible for ordering notebooks.
A) yes B) no C) uncertain
- Which THREE of the following words have similar meanings?
A) observable B) manifest C) hypothetical D) indefinite E) theoretical
- Last year, 12 out of 600 employees at a service organization were rewarded for their excellence in customer service, which was ____?____ of the employees.
J) 1% K) 2% L) 3% M) 4% N) 6%

Correct Answers: 1. E, 2. N, 3. L, 4. C, 5. M, 6. A, 7. CDE, 8. K

2. INFORMATION GATHERING:

Common methods for gathering information include application forms and résumés, biographical data, and reference checking.



SELECTION METHODS Cont . . .

Application Forms and Résumés



- Generally ask for information such as address and phone number, education, work experience, and special training.
- At the professional-level, similar information is generally presented in résumés.

Biographical Data



- Historical events that have shaped a person's behavior and identity.

Reference Checking

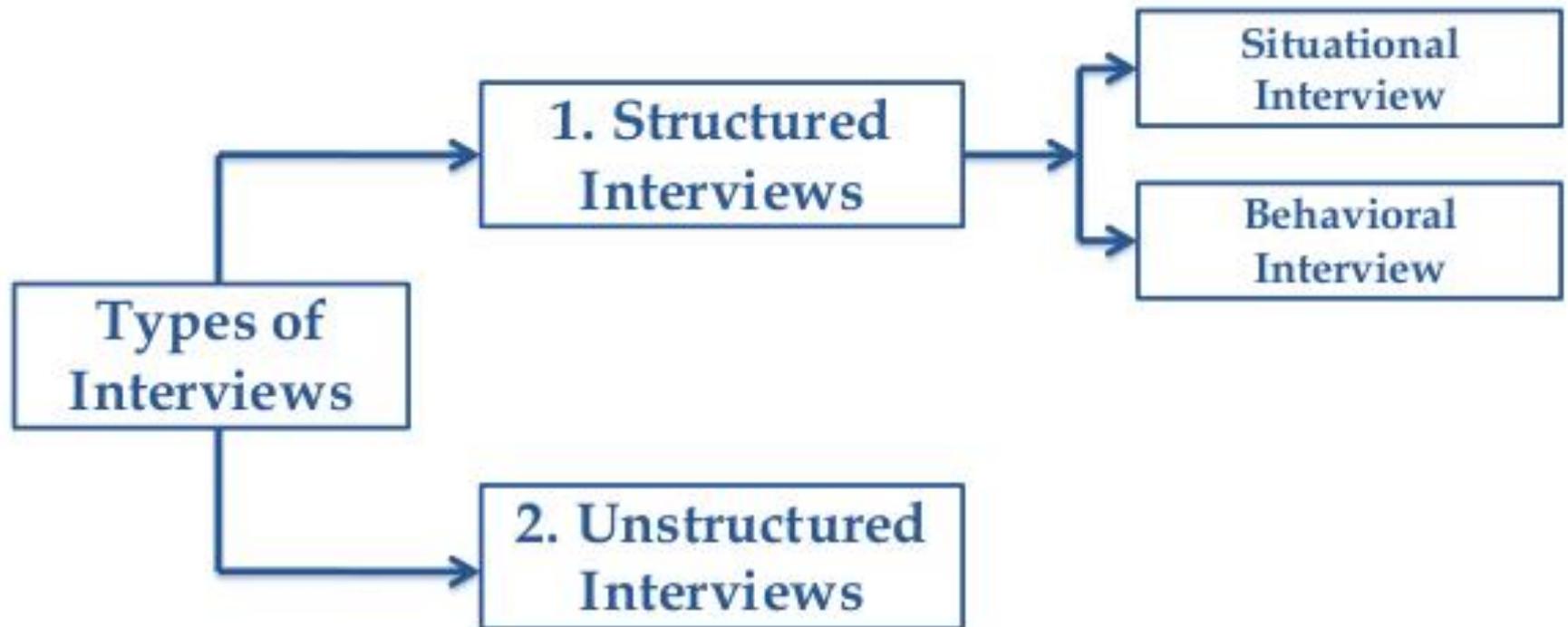


- Involves contacting an applicant's previous employers, teachers, or friends to learn more about the applicant. Issues with reference checking

3. INTERVIEWS:



- The interview is the most frequently used selection method.
- Interviewing occurs when applicants respond to questions posed by a manager or some other organizational representative (interviewer).
- Typical areas in which questions are posed include education, experience, knowledge of job procedures, mental ability, personality, communication ability, social skills.



SELECTION METHODS Cont . . .

1. Structured Interviews

Uses a list of predetermined questions. All applicants are asked the same set questions. There are two types of structured interviews.

SITUATIONAL INTERVIEW

- In which the interviewer asks questions about what the applicant would do in a hypothetical situation

BEHAVIORAL INTERVIEW

- In which the questions focus on the applicant's behavior in past situations.

2. Unstructured Interviews

Interviews-open ended questions are used such as "Tell me about yourself"

- This allows the interviewer to probe and pose different sets of questions to different applicants.

Types of selection process

- Application forms.
- Employment interviews.
- Aptitude tests.
- Personality tests.



IMPORTANCE:-

- Procurement of Qualified and Skilled Workers
- Reduced Cost of Training and Development.
- Absence of Personnel Problems.



THANK YOU