

Recruiting and Selecting Employees



HR Challenges in Recruiting and Selecting Employees



- What are advantages / disadvantages of internal and external recruiting?
- What are steps in the selection process?
- How can staffing decisions minimize hiring / promotion of the wrong people?
- What are some legal constraints of the hiring process?

Methods: Forecasting HR Demands

- **Quantitative Techniques**
identify historical predictors
and look at size of workplace
- **Judgmental Techniques**
collect info and subjectively weigh it

Methods: Forecasting HR Supply

- **Quantitative Techniques**
estimate internal labor supply by turning movement of labor into transition probabilities (**Markov analysis**)
- **Judgmental Techniques**
 - performance reviews
 - succession planning
 - vacancy analysis

Challenges in Hiring



- What are key performance characteristics?
- What is the applicant's ability / motivation?
- Who will be involved in selection / hiring?

Employee Recruitment



**Generating
a pool
of qualified
candidates
for a job.**

Recruitment Resources

- **Current / Former employees**
- **Regional EEO office**
- **State Department of Rehabilitation**
- **Student and alumni associations**
- **Community organizations**
- **Multicultural associations**
- **Professional associations**
- **Religious organizations**





Hire Internally

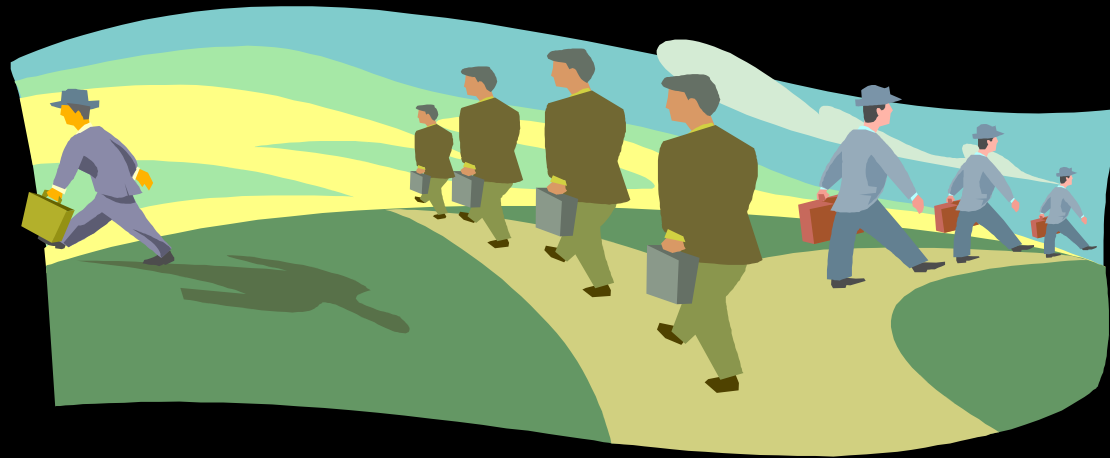
- know them, they you
- ↓ cost / training
- peer to boss move
- ↓ fresh perspective

Hire Externally

- fresh perspective
- ↑ training time
- resentment from inside

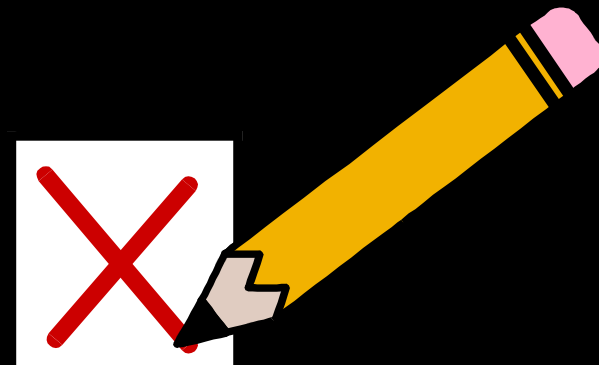
Employee Selection

Selection is the process of making a “hire” or “no hire” decision regarding each applicant for a job.



Selection Tools

- Letter of recommendation
- Application forms
- Ability tests
- Personality tests
- Psychological tests



Selection Tools

Interviewers must always

- ...be prepared
- ...put applicants at ease
- ...remain unbiased and open
- ...ask result-oriented questions
- ...use silence selectively
- ...close the interview with care



Selection Tool: Interview ??s

- **Structured Interviews**
- **Unstructured Interviews**

Situational ??s

Job knowledge ??s

Worker requirement ??s

To Hire a Team Player...

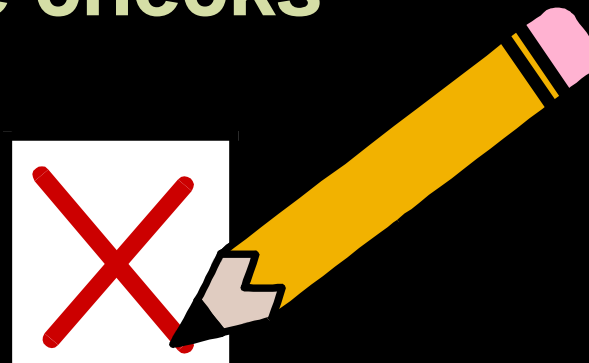


Assess applicant's ability to

- **recognize and resolve conflict**
- **problem-solve**
- **communicate openly and supportively**
- **coordinate activities**
- **collaborate**
- **follow-through**

Selection Tools

- **Assessment centers**
- **Drug tests**
- **Honesty tests**
- **Reference checks**



Employee Socialization

- Orient new employees to policies, procedures, organizations, departments and performance expectations.
- Assign resource person or mentor



Legal Issues in Staffing

- **Discrimination**
- **Affirmative Action**
- **Negligent hiring**



To Avoid Liability...



- **Develop clear policies on hiring**
- **Develop clear policies on discipline**
- **Develop clear policies on separation**
- **Be familiar with local, state, and federal laws**