

## Recruitment and Selection

Dr Kevin Morrell  
[www.kevinmorrell.org.uk](http://www.kevinmorrell.org.uk)

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## Outline

•After examining the basic elements of recruitment and selection (R&S) processes, themes of validity and reliability will be explored. The operational and strategic dimensions of R&S processes will then be located in a wider context. An example is given of how recruitment and selection processes can support a strategy of managing diversity.

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## Learning Objectives

- By the end of this session you should be able to:
- Describe the difference between recruitment and selection
- Explain why they are important
- Identify 4 criteria for evaluating selection methods
- Give an example of how recruitment and selection can support a business strategy

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## Recruitment and Selection

•“*Recruitment* is the first part of the process of filling a vacancy, the consideration of sources of suitable contacts, making contact with those candidates and attracting applications from them.”

•“*Selection* is the next stage, i.e. assessing the candidates by various means, and making a choice followed by an offer of employment.” (Graham & Bennett 1998: 206)

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## Why is R&S Important?

•Getting R&S wrong can be catastrophic, consider the costs of:

- training
  - disciplinary procedures
  - replacement costs
  - induction
  -
- |                  |
|------------------|
| customer service |
| product quality  |
| management time  |
| lower morale     |

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## 4 Ways of Recruiting

- Recruit within (+ career mgt.; - 'shuffling' > demotivation)
- Use existing staff as recruiters (+ cheap; - discrimination)
- Use specialist staff (+ expertise; - large org's only)
- Outsource R&S (+ expertise; - loss of control)

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## Selection Methods

- Interview (individual, tandem, panel)
- Psychological Testing (psychometric-ability, personality-trait)
- Assessment Centres
- Others: biodata, graphology, random selection
- The best selection methods are only about 20% better than chance

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## Four Criteria for Selection

- Practicability*: acceptable, cost, appropriateness
- Sensitivity*: discrimination (on ability) between candidates
- Reliability*: consistency of results (times, different raters etc.)
- Validity*: does it measure what it should
- Remember: *no* selection method can compensate for deficiencies in recruitment

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## Operational and Strategic

- Operational issues, considerations and decisions can be thought of in terms of the day-to-day running of the organization.
- Strategic issues, considerations and decisions can be thought of in terms of the long term future of the organization.

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## R&S and HRP - Operational Aspects

- The process of matching future organizational requirements with the **supply of** properly qualified, committed and experienced **staff in the right place at the right time.**
- E.g.s of operational considerations: checking staffing levels; record and monitor R&S processes

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## R&S and HRP - Strategic Aspects

- The process of matching **future organizational requirements** with the supply of **properly qualified, committed and experienced** staff in the right place at the right time.
- E.g.s of strategic considerations: is R&S aligned with business goals, now and in the future; should the company look internally or externally

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## R&S Supports 'Managing Diversity' 1

- Operational Considerations
- Conduct Audit to Identify Current Gaps / Shortages
- Monitor Recruitment and Selection Methods
- Profile New Employees

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## R&S Supports 'Managing Diversity' 2

- Strategic Considerations
- Could Outsource R&S / Train and Develop Existing Recruiters
- Select to Highly Visible Positions
- Recruit Externally

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## Summary

- Managing Recruitment and Selection is key to successfully managing any organization. The cost of getting R&S processes wrong can be very high.
- Organizations need to think about how they recruit and select, in order to support business strategy.

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