

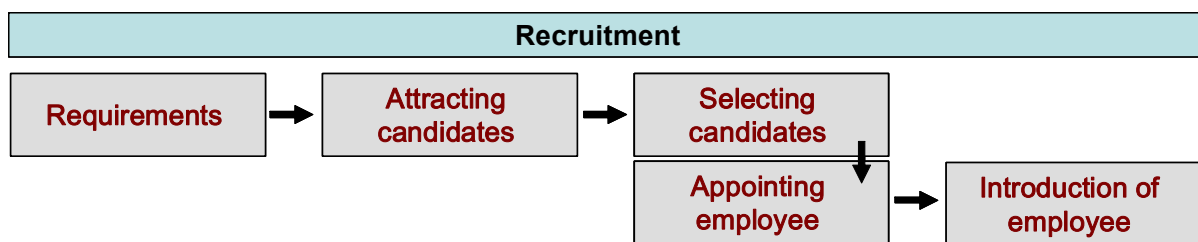
RECRUITMENT AND INTRODUCTION

The overall aim of the recruitment and selections process is to obtain the right number and quality of employee's required to satisfy the human resources need of the organisation.

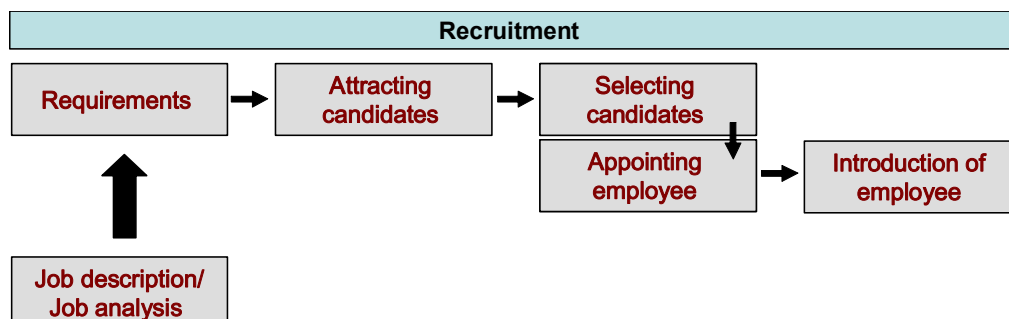
The four stages of recruitment and selection are:

1. Defining requirements:
preparing job descriptions and specification, deciding terms and conditions of employment,
2. Attracting candidates:
reviewing and evaluating alternative sources for applicants, inside and outside the organisation, advertising, possibly using agencies and consultants.
3. Selecting candidates:
sifting applications, interviewing, testing, assessing candidates, employment, taking references, employment contract
4. Introduction- induction:
Introduction to the work and the colleagues, to the organisation and its main objectives, to terms of employment.

Each of the stages will be described more in detail below.



Defining requirements

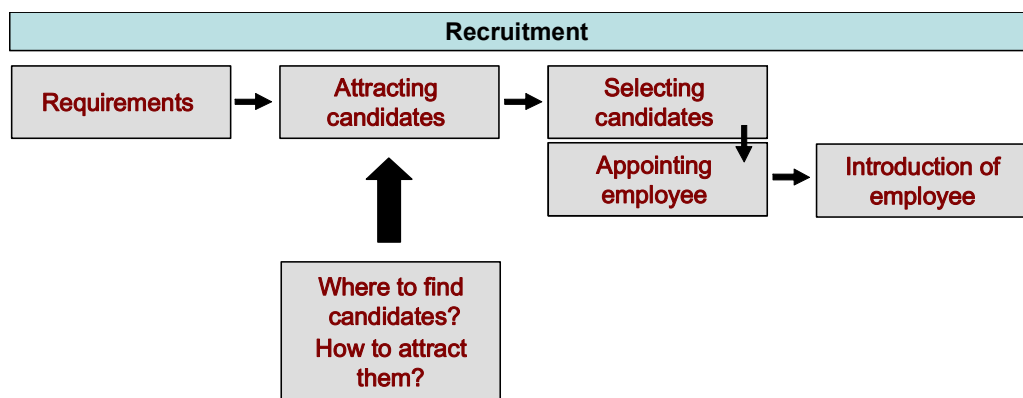


Defining the requirements is based on what the job description says about the content of the job and what the job specification says about the requirements in order to compile the content of an internal announcement or and external advertisement regarding the specific recruitment. It is important to check that the job description is up-to-date and accurately expresses the present requirements.

Defining the requirements also includes decisions about

- ▶ Are the tasks permanent or non-permanent?
- ▶ Is the job permanent or non-permanent?
- ▶ Which legal form of employment shall be applied?

Attracting candidates



There are often some form of internal announcement within the public administration before external advertisements may be used. Furthermore, there might be provisions that make advertisement in certain ways compulsory.

The content of an internal announcement shall basically have the same content as an external advertisement.

Advertising

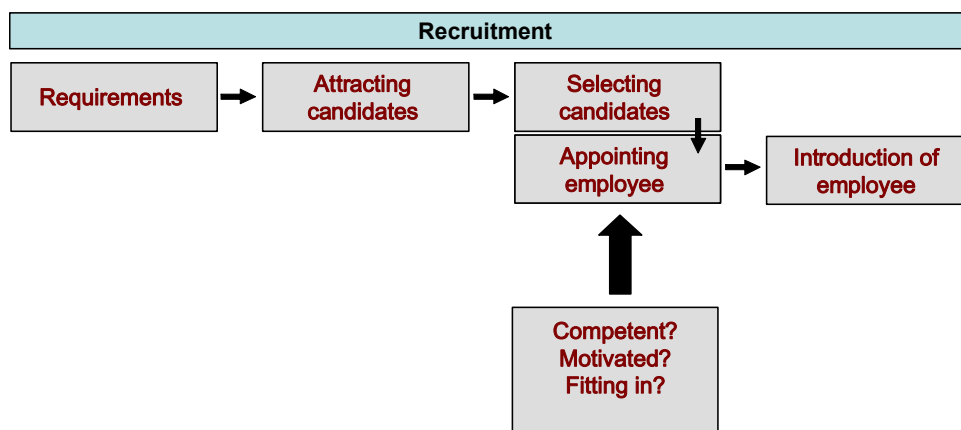
The main purpose of a job advertisement is to attract all candidates that are suitable for the job and only those. Therefore, the advertisement shall stimulate the suitable candidates to apply for the job and at the same time tell persons that are not suitable that they would be unsuccessful. The advertisement shall make it possible for the readers to assess if they are suitable for the specific job or not. Comprehensive and accurate description of the job and its requirement will make this possible.

Content of job advertisement

Check the advertisement against the following check-list

- The work organisation - its main occupation and location
- The job - its title, main duties, location
- Qualifications and experience- personal requirements, special professional qualification, experience, aptitudes etc.
- Rewards and opportunities - basic salary and other emoluments, other benefits, opportunities for personal development, if any
- Training that may be given
- Conditions - any special factors and circumstances affecting the job
- Applications - forms of application, closing date etc
- The design and the content must be attractive. Advertisement is a way to market the organisation.
- Do not overburden with unnecessary information and use a non-bureaucratic language
- Make it possible to seek additional information by contacting the organisation.

Selecting candidates



Selecting people aims at finding a person who can meet the requirements described in the job description and job specification. It is difficult to get the right people into the organisation but even harder to get the wrong people out from the organisation, especially in public service organisations. Mistakes in selecting candidates can have very serious consequences for the effectiveness of the organisation. Three basic questions are vital for a successful recruitment

1. Can the candidate do the job - is he/she competent?
2. Will the candidate do the job - is he/she motivated?
3. How will the candidate fit into the organisation?

In order to provide answers to these questions, the selection process must not be mechanical.

There might be formal legal provisions as well as policies about how the selection process should be carried out and organised. The process must comply with such provisions and policies.

Sources of information about candidates

The selection of candidates is generally based on information about the candidates from

- ▶ Documents provided by candidates
- ▶ Interviews
- ▶ Selection tests
- ▶ Previous employers

For the public administration, there might be provisions of law or regulations stating that only applications that have arrived before the closing date may be taken into consideration.

When all the applications have been received by the due date, the next task is to select those applicants who appear to be the most suitable for the job. This task will be based on the published requirements for the job and involves a critical study of the information provided by applicants, a comparison of this information with job requirements and, finally a decision whether to accept or reject on this

stage.

It is normally useful to carry out a preliminary sift to place the applicants in three categories

1. suitable,
2. not suitable and
3. possible.

Those responsible for processing applications need to be aware throughout, that they (1) have a *responsibility to their employer* to be as careful and thorough as possible in selecting the most suitable candidate and that they (2) have a responsibility to the applicants themselves to examine their applications conscientiously and fairly.

The selection task is important and difficult in general terms and in the following, a few of the requirements for a successful selection are listed.

- Awareness of the essential nature of the task and its inherent problems.
- Clear and comprehensive definitions of the criteria for effective performance
- Thorough training / briefing for selectors to make them aware of the inherent problems and to develop necessary skills for effective practice, for example training in interviewing skills.
- A follow up system to check how well the predictions made in the selection process have turned out in practice.

The next step of the process aims at finding the *most suitable* candidate among the group of suitable persons found through the preliminary sifting.

The selection interview

Selection interviews are carried out as one of the defined step of the recruitment process. This means that it is made clear in advance whether interviews shall be used or not, how many candidates that should be interviewed and how the interview shall be organised.

An interview can be described as a conversation with a purpose. It is a conversation because candidates should be induced to talk freely with their interviewers about themselves, their experience and their careers. But the conversation has to be planned, directed and controlled to achieve the main purpose of the interview, which is to make an accurate prediction of the candidate's coming performance in the job for which he or she is being considered. It is also important to use considered yardsticks or list of questions

when interviewing many for the same job, to compare the findings from the interviews. The selection interview is also a valuable opportunity for an exchange of information, which will enable both parties to make a decision. To offer or not to offer a job, to accept or not to accept the offer.

Interviews

- ▶ A single one-to-one interview
- ▶ A series of one-to-one interviews at the end of which interviewers compare views and discuss final conclusions.
- ▶ A board or panel interview with a group of interviewers
- ▶ A combination of one-to-one and board interviews

Whatever method is selected, it is important that the interviewee is at ease and that the method ensures that all positive as well as negative factors are fully exposed. The requirements for the job are always the basic checklist for the interview.

Selection tests

Selection tests are used to provide more valid and reliable evidence of levels of intelligence, personality, characteristics, abilities, aptitudes and attainments than can be obtained from an interview.

Psychological test

A psychological test can be defined as a carefully chosen, systematic and standardised procedure for evolving a sample of responses from candidates, which can be used to assess one or more of their psychological characteristics with those of a representative sample of an appropriate population.

Intelligence tests

Intelligence tests measure general intelligence.

Personality tests

Personality tests assess the personality in order to make prediction about their likely behaviour in a role

Ability tests

Ability tests measure job-related characteristics such as number, verbal, perceptual or mechanical ability

Aptitude tests

Aptitude tests are job-specific test that are designed to predict the potential an individual has to perform within a job

Attainment tests

Attainment tests measure abilities or skills that have already been acquired by training or experience, ex typing test

The above serves as a general guidance and explanation of various tests. Specialists must be used for each type or approach.

Tests usually provide important and complementary information about applicants, and, if applied, should be used within the overall framework of methods and information required in the specific case linked to the specific requirements of each job. A wide and general use of tests to ensure that only suitable candidates will be admitted is normally not worth the cost and the time involved. Tests should be used only for candidates that by other means are considered suitable.

The meaningfulness of test should also be considered in relation to the type of job (for example low level routine jobs) and the type of employment (for example temporary employments).

Taking references

The purpose of the reference from previous employers is to obtain information about a candidate and opinions about his or her personality and how he or she will fit for the new job. The factual information is essential. It is important to confirm the nature of the previous job and other facts, for example time of employment, how the candidate performed, his/her strong and weak side etc. It is normal to take references from 2-3 previous employers.

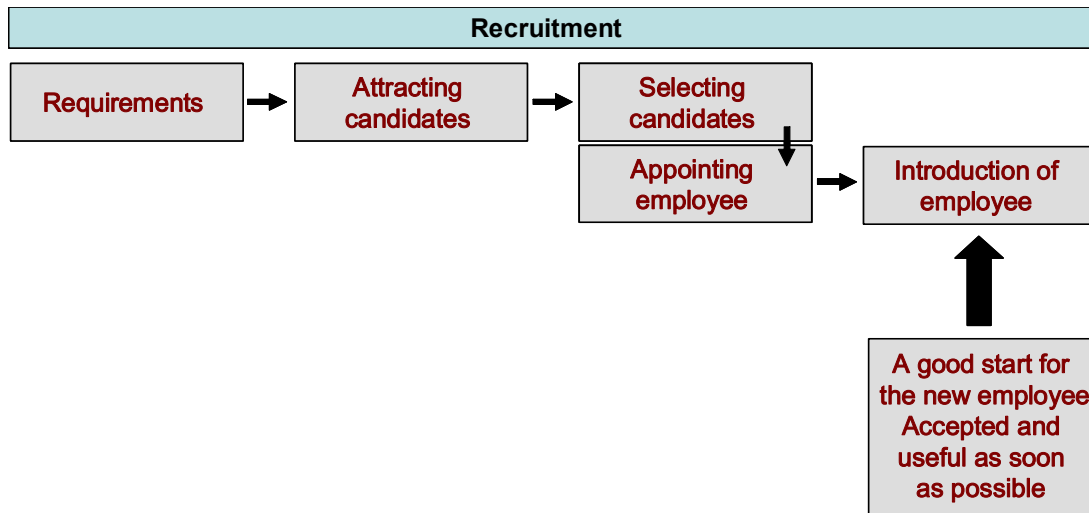
Telephone references is a good way to get information The great advantage of a telephone conversation is that people are more likely to give an honest opinion orally than if they have to commit themselves in writing.

Written references are another good way, while personal references may have less value.

In some culture it is regarded as unfair to collect information about a candidate in this way.

Be cautious of attempts by previous and present employers to give good references in order to get rid of the person.

Introduction



The induction of new employees into an organisation is an important part of the management of people at work and it needs certain consideration. One of the main reasons why many people leave the organisation shortly after joining them are connected with the lack of induction and the treatment they get in the new organisation during the starting period of their employment. The starting period in a new job is well known to be very stressful, from personal experience and from research. If an employer wants well-motivated staff, it is of importance that this is demonstrated from the start of the employment.

The following issues are important for a good induction;

- ▶ Provide the new employee with all the necessary information and give he/she the possibility to ask questions. Describe the job and what is required of the employee and how it relates to the group and the whole organisation. Also describe payment, leave, insurance etc. needs etc.
- ▶ Are there any unwritten rules in the organisation? Describe the overall plan for training and development and discuss whether there is some training that requires immediate action.
- ▶ Induction training has the purpose to give the new employees the skills and knowledge to give her or him an effective and rapid start. It may have the form of on the job training but also specific courses, external and internal

or both. New employees often undertake part of an induction programme together, such as for example, formal courses; their induction into the organisation still has to be regarded as an essential individual process. To take full account of individual needs and requirements therefore need to be very flexible as well as structured.

- ▶ A good organisational knowledge will motivate and create confidence. It is up to each organisation to decide the range of possibilities but it could for example include visits or short attachments to other units, job rotation etc.

- ▶ There should be a follow up interview after a period. It is performed by the line manager and HR officer and will check progress in comparison with the introduction programme.

The recruitment process in short

The steps of the recruitment process are illustrated below.

HR planning	Recruitment planning	Announcement/ advertisement	Preliminary selection	Final selection	Introduction/ Induction
Determine recruitment need(s)					
Job description					
<u>J</u> ob specification					
	Consider sources - agencies, press, advertisement, internal announcement				
	Prepare content of information				
	Prepare selection methods and				

	arrangements				
		Internal/external advertisement			
		Receive and register applications			
			Check arrival compared to closing date		
			Request CV and other missing documents		
			Preliminary selection		
			Compiling short-list to be considered for interview		
				Selection for interview	
				Test (or after interview)	
				Interviews	
				Test (if not before interviews)	
				Medical check-up (if regulated)	
				Checking records (if regulated)	
				Taking references	
				Final candidate	
				Information to successful candidate	
				Contracting – appointment	
				Starting date	

				Information to unsuccessful candidates	
					Welcome
					Information about tasks
					Starting doing the job
					Induction in the working unit

Organising the recruitment process

As illustrated in the table above, the recruitment process involved several steps. It is important that the planning includes a clear distribution of responsibility for each step. The plan should also include which officials (top management, line manager, HR professionals, financial managers, etc.) that shall take part in each step, which consultation within the organisation that shall take place and at which step of the process.