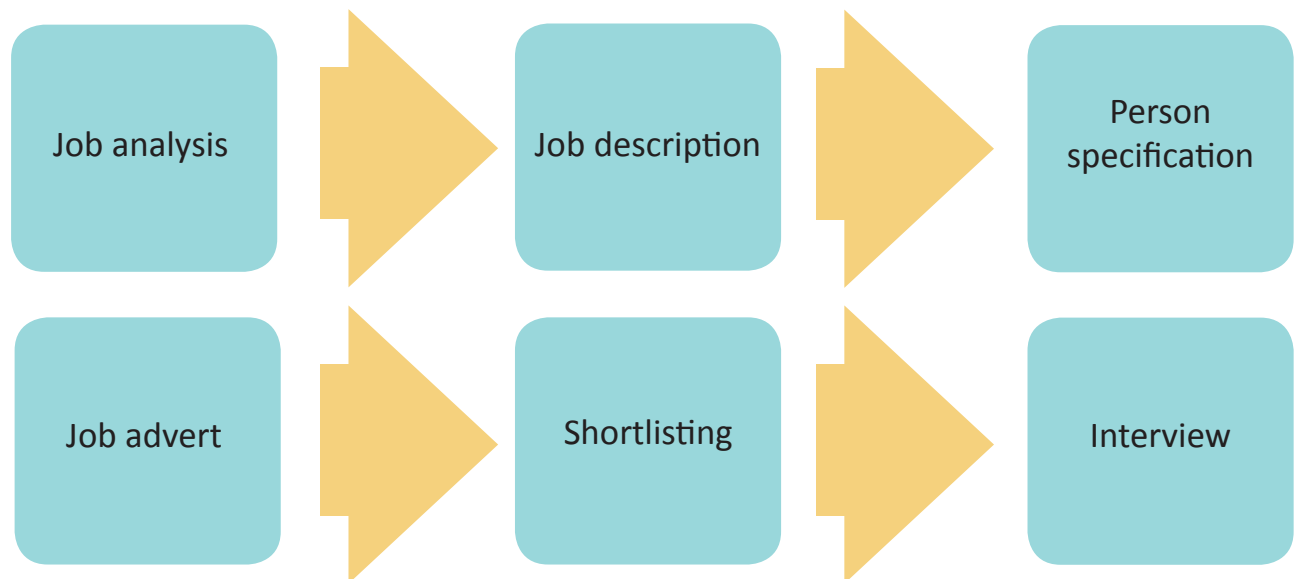


## Chapter 15

### Recruitment

Vacancies in a business can arise for a number of reasons. These include: expansion, retirement of existing workers, workers leaving for a new job elsewhere, workers having promotion or temporary reasons such as maternity leave. For small businesses recruitment is often a simple process. Managers and business owners often understand in detail what tasks are involved in a job and will know the type of person required to perform the job well. Often finding someone to fill a vacancy can also be relatively simple, with word of mouth or the job centre sufficient to find suitable applicants.

#### The formal recruitment process



For larger businesses there is a more formal recruitment process that needs to be followed.

The first stage is the completion of a job analysis. A **job analysis** is the process which identifies and determines in detail the particular duties and requirements of the job, and also what the position requires in terms of aptitudes, knowledge, and skills.

The job analysis allows the completion of a **job description**. Every job should have some form of job description. This explains the tasks involved in the job, the job title, responsibilities attached to the job, place of work, and employment conditions (holidays, salary etc.). Job descriptions need to be updated regularly, as jobs often evolve, as those doing the job become more experienced and skilled.

The next stage in the recruitment process, after preparing or updating a job description is the preparation of a **person specification**. This describes the skills, knowledge and experience needed by an individual to complete the job. It will detail educational requirements, experience and skills needed, perhaps physical attributes (e.g. for a fireman) and important aspects of personality required.

Once the job analysis, job description and person specification have been prepared the business can start to look for the right candidate.



The job advert  
<http://bit.ly/1Qltd3J>

## Internal methods of recruitment

This method involves finding someone already employed by an organisation to fill a vacancy. Internal vacancies may simply be placed on a notice board, published on an intranet or advertised in an in-house magazine. Therefore the cost of recruitment is reduced: there will be no need for external advertisements and all the administrative costs and time involved in dealing with applications. There are several other advantages too. These include the fact that the applicants will already know the business and its methods of working and are therefore likely to settle into the job a great deal easier than external candidates. Another benefit is that internal recruitment may increase motivation of the workforce.

There are, however, problems with using internal recruitment. Firstly, there will be a limited range of applicants and the potential of finding new talent will be reduced. There is also less likelihood of an input of new ideas and methods of working into the organisation. As one person is promoted then another vacancy is created, which then has to be filled.

## External methods of recruitment

There are a wide variety of methods that businesses can use to find suitable candidates. The actual method or methods used will depend on the type of vacancy and the number of vacancies available. For skilled and professional workers it may be appropriate to use recruitment agencies that are specialised in finding specific workers for specific tasks. Headhunters can be used when very senior management positions arise. Headhunters will use their knowledge of the employment market to find suitable candidates. For semi-skilled workers advertisements in local and national newspapers may be appropriate. The job centre can be used for administrative and unskilled workers. Where people are needed to enter management training programmes, often the most suitable method for finding a good pool of candidates is to use recruitment programmes at universities. Many of these recruitment methods are expensive but can help ensure that the right candidates are found.

## Applications

Applications are normally made through the use of the business's own application form, often backed by a letter of application and a CV. It will be the job of the personnel department to initially sort through the applications and to produce a shortlist for interview.

## Interviews

Interviews are best carried out by a panel consisting of a specialist personnel manager, a manager from the department the person is applying to and an independent member. This would allow an all-round picture of the candidate to be determined. The objective of an interview is for the candidate to be able to explain their suitability for the job and for the interviewers to gather as much relevant information about the candidate as possible.

## Telephone interviews

Telephone interviews are interviews held over the phone rather than face-to-face. They will usually be carried out by a member of the company's human resources team. A telephone interview will usually be given to candidates who have passed the online application and/or psychometric test stage of the recruitment process, and are used to select applicants to be invited to a face-to-face interview. Telephone interviews are normally used by the large corporate recruiters rather than small or medium-sized businesses. Telephone interviews are used by all kinds of employers – banks, accountancy and law firms, consultancies, retailers, manufacturing companies etc.

Advantages of telephone interviews:

- They are time and cost-effective – most last about 20–25 minutes.
- They test the candidate's verbal communication skills and telephone technique.
- They can test the candidate's commitment – they often involve questions to check if candidates have researched the employer.

The actual choice of candidates may not just depend on interview but the application process can also contain tests for personality and aptitude.

## Work trials

A work trial is a way of trying out a potential employee before offering them a job. They are the ultimate extended interview. Work trials can last up to 30 days (but normally perhaps a week), and during the trial the potential employee will be introduced to the core tasks of the job and try to complete them effectively. Work trials are often used to help people back into employment, and are commonly used for unskilled work. A successful work trial is expected to lead to employment.

## Selection exercises – personality tests and aptitude and ability tests

### Personality tests – psychometric testing

A psychometric test is a way of assessing a person's personality in a measured and structured way. This type of test is used by employers to help them identify candidates with suitable personality traits for the job. They help employers decide whether candidates have the enthusiasm and motivation that the employer is looking for and whether they are likely to fit in with the organisation's culture and methods of working.

It is common for graduate employers to use psychometric tests as part of their selection process. Organisations believe tests help them recruit the right people with the right mix of abilities and personal qualities. They are also useful for 'sifting out' a large number of applicants at an early stage and so saving the employers both time and money.

### Aptitude and ability tests

Aptitude and ability tests can take a variety of forms. However, whatever type is used they are designed to test the ability of the candidate to complete the core tasks of the job. Within a manufacturing workplace the test is likely to take the form of work sample tests. These involve completing a sample of the work that the candidate will be expected to do. Alternatively, for a job in accounts, suitability is more likely to be checked through the use of a numeric ability test. This test will include basic arithmetic, number sequences and simple mathematics.



### Selection methods

<http://bit.ly/1nilBTu>

## Induction

Once candidates have been selected and before they formally start their job of work they should go through an induction process. Induction involves introducing a new employee to the workplace. They will become familiar with the administrative systems of the employer and be introduced to work colleagues and direct line management. The objective of induction is to familiarise new employees with their place of employment and to make them feel more comfortable in their new employment. A successful induction programme will motivate staff and reduce the risk of staff leaving at an early stage.

### Discussion themes

Explain the recruitment process.

'The advantages of internal recruitment outweigh the disadvantages.' Discuss this statement.

Describe the different selection exercises a business can use to select the right candidate for a job.

Evaluate the importance of having good recruitment and selection procedures to a business and its stakeholders.

The pros and cons of internal recruitment (PDF).

<http://www.msubillings.edu/BusinessFaculty/larsen/MGMT321/Recruiting%20-%20internal%20v%20external%20hiring.pdf>