

## Unit 2. Human Resources Management (HRM)

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### Topic 2.2 Hiring Process

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# Content

1. Hiring process
2. Talent Acquisition
3. Selection techniques
4. Onboarding and Socialization

# 1. Hiring Process

Hiring process objectives:

- to fill the available positions
- to hire the best employees

Challenges:

- Determining which personal characteristics are most important to performance. (**fit**)
- Measuring those characteristics. (**test**)
- Evaluating applicants' motivation levels.
- ( Performance =Ability +Motivation )
- Deciding who should make the selection decision. (**roles**)

# 1. Hiring Process

**Recruitment.** The process of *generating a pool of qualified candidates* for a particular job; the first step in the hiring process.

**Selection.** The process of making a *“hire” or “not hire” decision* regarding each applicant for a job; the second step in the hiring process.

**Socialization.** The process of *orienting new employees* to the organization and the unit in which they will be working; the third step in the hiring process.



## 2. Recruitment (Talent Acquisition)

- Traditional Approach to attract new Candidates
- Active vs. passive candidates
- Employer brand
- Candidates Retention

## 2. Recruitment

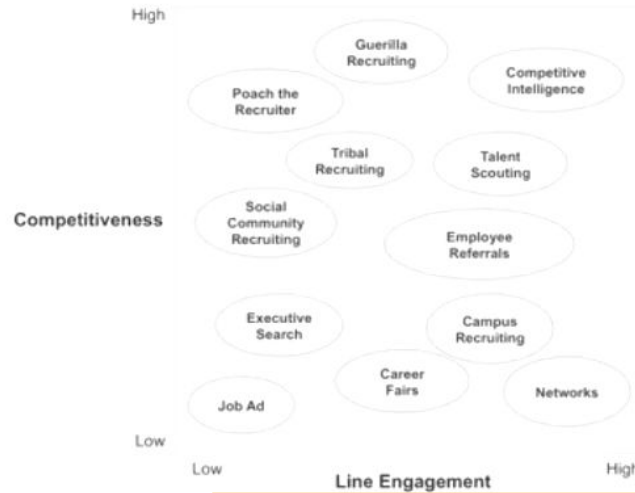
*Sources of Recruiting,  
from the company's point of view:*

### ● **Internal Hiring**

- Current employees
- Former employees
- Contingent workforce
- Referrals from current employees
- Customers

### **External Hiring**

- Print and radio advertisements
- Internet advertising
- Career sites, and social media
- Employment agencies
- Temporary workers
- College recruiting
- etc.



	Internal Hiring	External Hiring
+	<ul style="list-style-type: none"><li>▶ Lower risk</li><li>▶ Short Time-to-Fill</li><li>▶ Lower costs</li><li>▶ Internal competition</li><li>▶ Faster integration</li><li>▶ Development opportunities</li></ul>	<ul style="list-style-type: none"><li>▶ New perspectives/ideas</li><li>▶ Lower training efforts</li><li>▶ Competitor insights</li><li>▶ More options</li></ul>
-	<ul style="list-style-type: none"><li>▶ Less options</li><li>▶ Higher training costs</li><li>▶ Disappointed colleagues</li><li>▶ Conflicts among managers</li></ul>	<ul style="list-style-type: none"><li>▶ Higher costs</li><li>▶ More integration efforts</li><li>▶ Higher recruiting risks</li><li>▶ Higher turnover</li></ul>

## 2. Recruitment

### *Types of Job Seekers, from the employee point of view:*

- Active Seeker
- Passive Candidate
- Non-Seeker

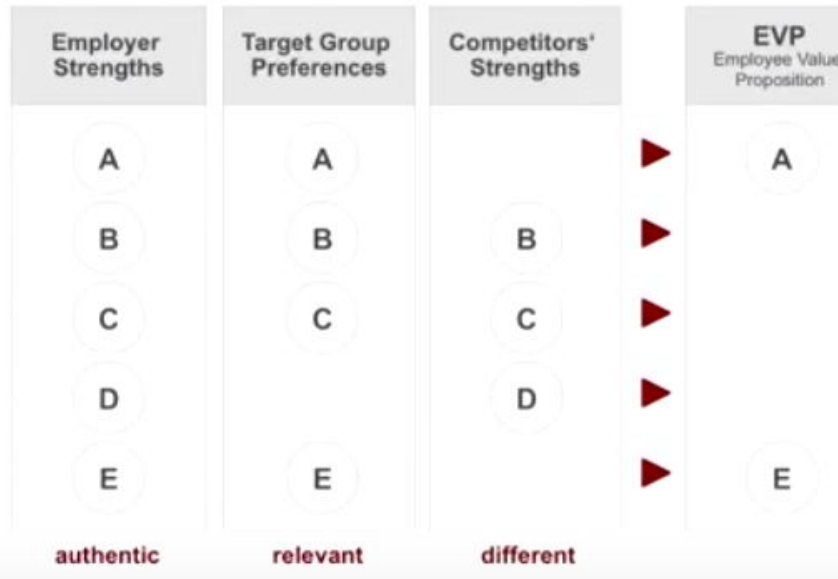
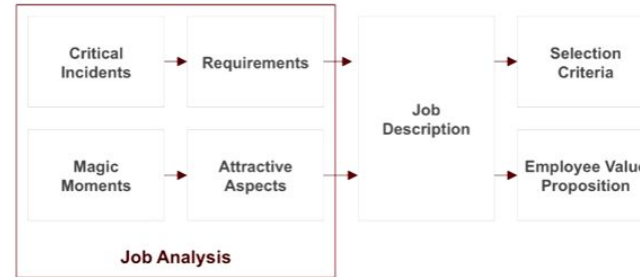


# 2. Recruitment

## Defining the Employee Value Proposition

The role of Job Analysis in Recruitment?

Case 2.2



## Potential Employee Value Propositions

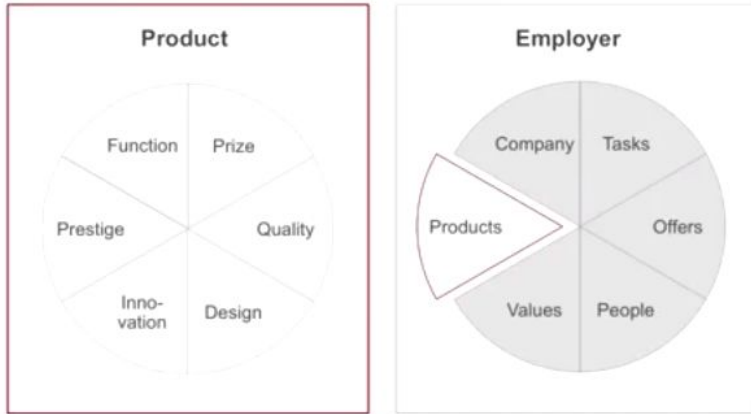
Offers	Tasks	Company	People	Values	Purpose
Compensation	Attractive tasks & projects	Products/ Services	Employees' Personality	Company culture	Environment & Climate
Benefits	International work	Technology leader	Qualification level of workforce	Leadership quality	Social responsibility
Career opportunities	Innovation	Market leader	Collaboration	Famous leader	Health of others
Work-Life-Balance	Impact	Success	Diversity	Trust & Respect	Quality of live
		Location		Work flexibility	
		Public reputation			
		Security			
		Customers			



## 2. Recruitment

*Employer Brand to strengthen the competitive advantage*

### Product Brand versus Employer Attributes



<https://careers.mcdonalds.com/main/us-restaurants/where-you-want-to-be#why-mcdonalds>  
<https://jobs.fourseasons.com/>



<https://www.facebook.com/FourSeasonsJobs>

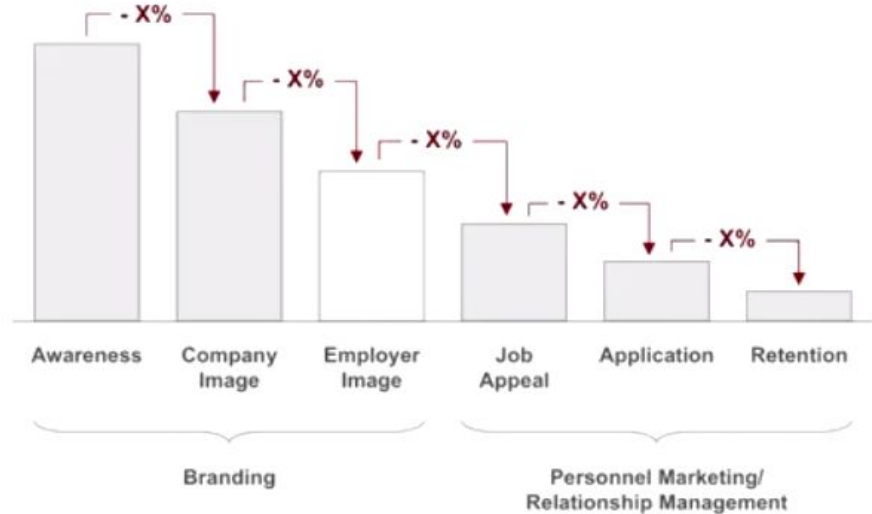


# 2. Recruitment

## Candidates Retention

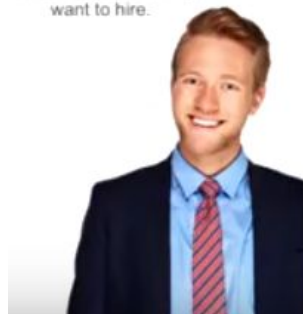
Includes several concepts:

- Creating Positive **Candidate Experience** through Speed, Transparency, Appreciation
- Candidate **Segmentation** - Candidate Potential and Relevance to.
- Candidate **Retention** - Building relationships with potential future employees.



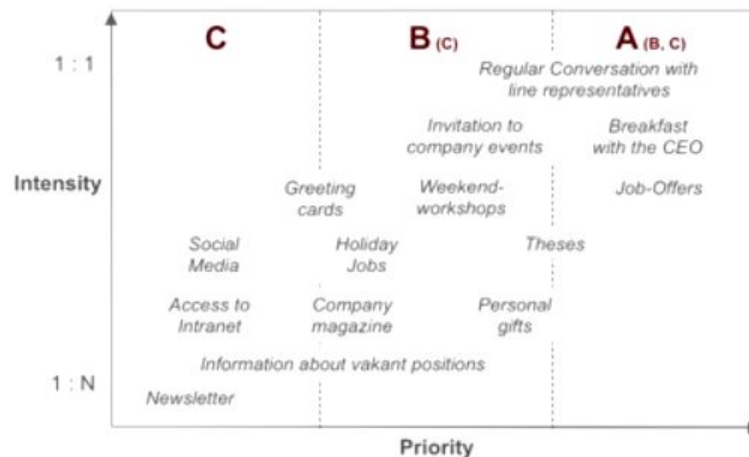
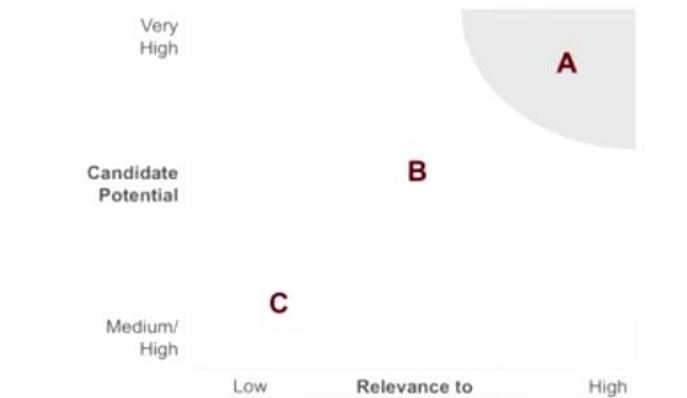
## Positive Candidate Experience

Speed	Transparency	Appreciation
The company's reaction on incoming applications and throughout the entire recruiting process is faster than those at competitors' side	The candidate is always clear about current status. He/she understands why certain selection instruments are used and gets appropriate feedback	The candidate is treated with full respect. The company consequently demonstrates its interest in those candidates they want to hire.



## Candidate Retention Measures

## Candidate Segmentation



# 3. Selection

- Candidate Selection Techniques
- HR manager vs. Assessment center
- Objectivity, reliability and validity
- Hiring risky candidates



## Candidate 1

- ▶ Engineer
- ▶ Intelligent
- ▶ Teamplayer
- ▶ Confident
- ▶ Result-oriented
- ▶ Ambitious
- ▶ Creative



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## Candidate 2

- ▶ Engineer
- ▶ Intelligent
- ▶ Teamplayer
- ▶ Confident
- ▶ Result-oriented
- ▶ Ambitious
- ▶ Creative



# 3. Selection

## Candidate Selection Techniques

- LETTERS OF RECOMMENDATION
- APPLICATION FORMS
- ABILITY TESTS
- PERSONALITY TESTS
- HONESTY TESTS
- INTERVIEWS
- ASSESSMENT CENTERS
- DRUG TESTS
- REFERENCE CHECK
- BACKGROUND CHECK
- HANDWRITING ANALYSIS

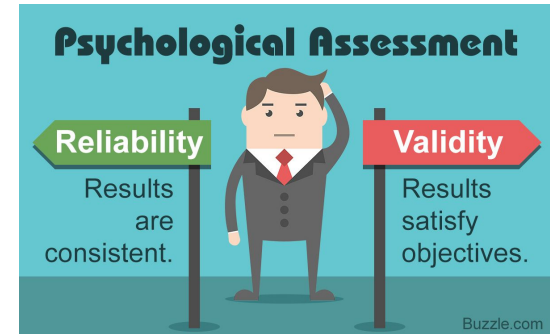
*Companies should use Reliable and Valid techniques for the successful candidate selection.*

*Usually companies apply more than 1 selection technique.*

## Selection Techniques and the Frequency of Use

Technique	Percentage of firms reporting use
Reference checking	96%
Interviews	94%
Application forms	87%
Ability tests	78%
Medical examinations	50%
Mental ability	31%
Drug tests	26%
Personality inventory	17%
Weighted application forms	11%
Honesty tests	7%
Lie detector tests	5%

SOURCE: A.M. Ryan and P. Sackett, "A Survey of Individual Assessment Practices by IO Psychologists," *Personnel Psychology* 40 (1987), pp. 455-488; Bureau of National Affairs, 1988-89 Survey of Fortune 500 Companies, Washington, D.C.; I.T. Robertson and P.J. Jakin, "Management Selection in Britain: A Survey and Critique," *Journal of Occupational Psychology* 59,



## Interview

## Vs. Assessment Center

# 3. Selection

**Interview** may create “Social Judgement Biases”.

### What both sides want to know in an Interview

Applicant	↔	Employer
<ul style="list-style-type: none"><li>▶ Why am I invited?</li><li>▶ What can your company offer me?</li><li>▶ What kind of employer are you?</li><li>▶ What distinguishes your company from others?</li><li>▶ Can I afford working at your company?</li></ul>		<ul style="list-style-type: none"><li>▶ Why are you here?</li><li>▶ What can you do for us?</li><li>▶ What kind of person are you?</li><li>▶ What distinguishes you from others who have the same skills?</li><li>▶ Can we afford you?</li></ul>

#### ▶ First Impression

The tendency for a perceiver to rely on early cues or first impressions.

#### ▶ Stereotyping

The tendency to generalize about people in a social category

#### ▶ Recency Effect

The tendency for a perceiver to rely on recent cues or last impressions.

#### ▶ Contrast-Effect

The tendency to judge upward or downward because of a comparison with another candidate who was recently judged

#### ▶ Projection

The tendency for perceivers to attribute their own thoughts, priorities and feelings to others

#### ▶ Halo-Effect

The tendency to provide similar ratings across different dimensions based on an overall judgement



*Interview*

*Vs. Assessment Center*

The aim of the **Assessment Center** is to reduce subjectivity during the selection process.

### 3. Selection

#### **Advantages of Assessment Centers**

- ▶ High objectivity, reliability and validity through multiple methods, exercises, criteria, assessors
- ▶ Comparability of candidates within and across assessment Centre cycles
- ▶ Reflection of future duties and responsibilities
- ▶ Limited risk of social desirable behaviour
- ▶ High transparency of requirements in the eyes of the participants



# 3. Selection

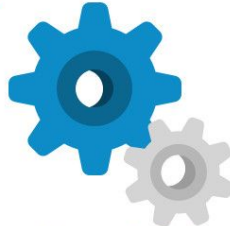
## The Best Candidates are Often Not the Best Hires

### Great Candidates

Appearance  
Affability  
Confidence  
Articulate  
Attitude & Energy

Compensation  
Title  
Location  
Interest

Skills  
Experience  
Academics  
Competencies  
Behaviors



*How well do the factors on the left predict the factors on the right or exclude the best?*

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### Great Hires

Achieve results  
Exceed expectations  
Take responsibility  
Make it happen  
"No excuses"  
Problem-solving

Collaborate  
Coach/Mentor  
Select  
Lead  
Fit

Plan  
Organize  
Control  
Budget



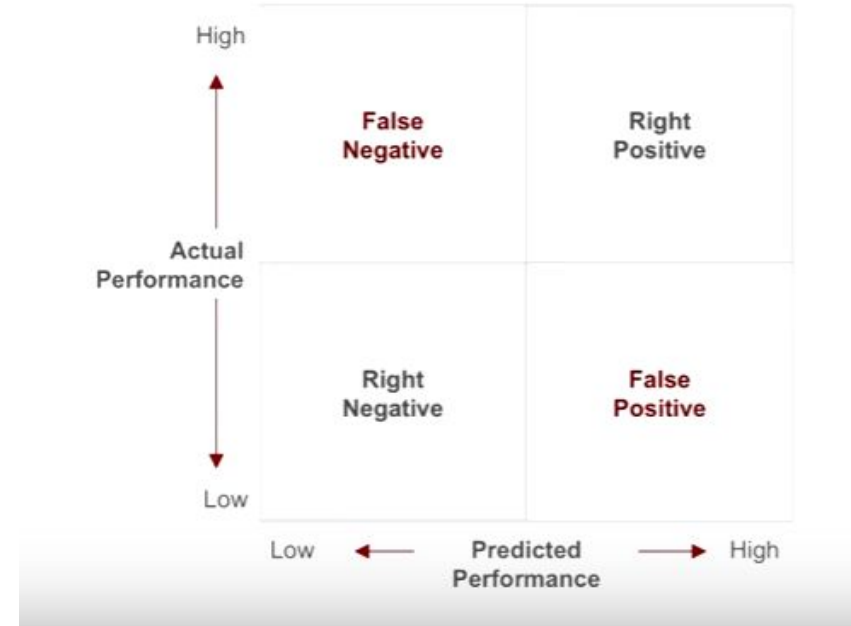
<https://www.youtube.com/watch?v=eIMR82oO2Dc>

Source: <https://www.linkedin.com/pulse/hiring-game-probability-here-your-odds-lou-adler/>

## 4. Selection

The final selection decision is always related to risks. A wrong decision can be costly for the company.

*If the final decision -- to hire ('positive') or not to hire ('negative') -- is correct ('right') or incorrect ('false') depends on the ratio predicted/actual performance.*



# CQ 2.2

Ethical question

Wrong selection decision?  
***Provide advantages and disadvantages to each situation. Suggest the best solution.***

## 4. Onboarding

Orientation vs. Socialization

**Orientation** is a short-time process of informing new employees about what is expected of them in the job and helping them cope with the stresses of transition.

**Socialization** is a long-term process with several phases that helps employees acclimate themselves to the new organization, understand its culture and the company's expectations, and settle into the job.

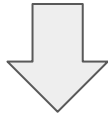


## 4. Onboarding

### 3 Stages of Socialization (1/3)

(1) anticipatory, (2) encounter, and (3) settling in.

At the **anticipatory stage**, applicants generally have a variety of expectations about the organization and job based on accounts provided by newspapers and other media, word of mouth, public relations, and so on.

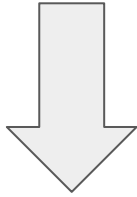


**realistic job preview (RJP)** Realistic information about the demands of the job, the organization's expectations of the job holder, and the work environment.

## 4. Onboarding

### *3 Stages of Socialization (1/3)*

In the **encounter phase** , the new hire has started work and is facing the reality of the job.

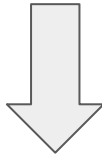


new hires need **additional information** about policies and procedures, reporting relationships, rules, and so on.

## 4. Onboarding

### 3 Stages of Socialization (1/3)

During the **settling-in phase** , new workers begin to feel like part of the organization.



An **employee mentoring program** , in which an established worker serves as an adviser to the new employee, may help ensure that settling in is a success.



# Questions

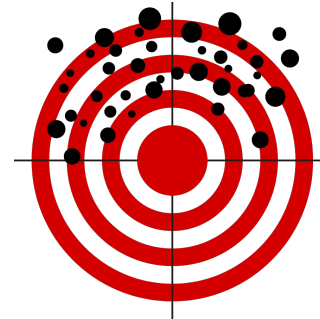


# Definitions

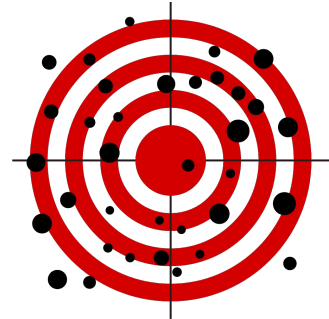
**Reliability.** Consistency of measurement, usually across time but also across judges.

**Validity.** The extent to which the technique measures the intended knowledge, skill, or ability.

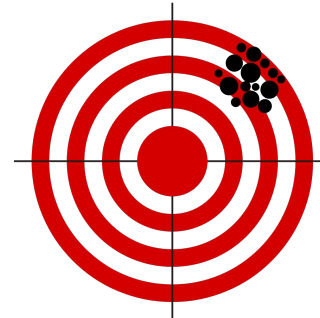
*Ex. In the selection context, it is the extent to which scores on a test or interview correspond to actual job performance.*



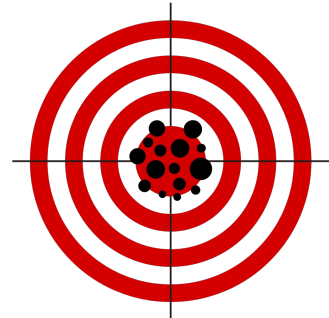
Unreliable & Unvalid



Unreliable, But Valid



Reliable, Not Valid



Both Reliable & Valid

# Extra Materials

## Recruitment funnel

Can be used to prognose the amount of Applicants to fill 1 job position.

