

Introduction to Human Resource Management

MAS 263



**Department of Human Resource &
Organizational Development**

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Recruitment and Selection

Recruitment

- All activities directed at locating potential employees and attracting applications from suitable applicants.

The Recruitment Process

A systematic approach is needed to:

- meet organizational objectives
- demonstrate fairness

Recruitment Documentation

Two main documents are required for recruitment. The documents are:

- job descriptions
- person specifications

Job Analysis

The process of job analysis leads to the production of:

- job descriptions
- person specifications

- What is job analysis?

Job Analysis Techniques

- Written questionnaires
- Personal interviews
- Feedback on draft versions

JDs: Typical Format

Job title

Department

Reports to

Responsible for

Grade

Contacts

JDs: Typical Format

- Purpose of job
- Major duties
- Qualifications
- Performance standards

Uses of JDs

- Recruitment
- Day-to-day performance
- Training
- Job evaluation
- Job design
- Performance appraisal
- Re-organization: management of change

Person Specifications

- Outline the skills, knowledge, and personal attributes necessary to perform a set of tasks adequately
- Essential and desirable characteristics

Competencies

- Work-related behaviors that have been identified as necessary for successful performance at work.

Competency Frameworks

A framework of competencies that can be applied to all jobs or sets of jobs in an organization.

Job Description

Job description is an essential basis for writing advertisements, determining skill requirements in order to:

- describe your vacancy to others
- attract suitable applicants

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Selection

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Aims of the Selection Process

- Gather as much *relevant* information as possible • Organise and *evaluate* the information
- *Assess* each candidate in order to:
 - *forecast* performance on the job
 - *give information* to applicants so that they can judge whether they wish to accept an offer of employment or not

Selection Processes

Basic processes include:

- screening written applications to create a shortlist
- interview
- references

Interviews

What factors contribute to the low predictive validity of employment interviews?



Interviewer Errors

- Halo effect
- Making snap decisions
- Hiring in one's own image
- Stereotyping
- Making assumptions
- Gathering insufficient or irrelevant information
- Contrast effect

What can be done to *eliminate or minimize* the effect of interviewer errors?

Questioning Techniques

- Open questions
- Closed questions
- Situational questions
- Patterned behaviour description questions
- Probing questions

Stage 3. Forecasting / estimating the supply of human resources

This can be done qualitatively and / quantitatively

Establish labour needed (supply) after calculating the demand for labour

- Internal supply
- External supply

- If the results of interviews are not always reliable or valid, what can be done to improve the selection process?
- Write down three things that employers could do to supplement the interview process.

Supplementary Selection Techniques

- Psychological tests
- Work sample tests
- Assessment centres
- References

Psychological Tests

Can be used to:

- add an element of objectivity
- increase the predictive validity of selection decisions
- measure some factors that cannot be assessed through the application form and interview

Work Sample Tests

A work sample test consists of getting a candidate to perform some task or element of a task that forms part of the job.

Design a Work Sample Exercise

- Identify key critical factors of performance.
- Choose factors that can appropriately be tested by a work sample.
- Identify assessment criteria.
- Design the work sample exercise.
- Write instructions for the candidate.
- Design the assessment form.
- Train the assessors.

Assessment Centres

- *A number of applicants are assessed together by a number of assessors*, using a variety of selection techniques.

Selection techniques usually include:

- work simulations – work samples
 - in-tray exercises
 - role plays
- group exercises and discussions
- psychological tests
- interviews
- peer and self assessment

Administrative Procedures (1)

The successful candidate:

- Offer the position to the successful candidate.
- Secure his or her acceptance of the position.
- Agree on the details of the appointment.
- Confirm the details in writing.
- Check essential qualifications.
- Initiate new employee processes.

Administrative Procedures (2)

The unsuccessful candidates:

- Inform the candidates of the outcome.
- Provide feedback if appropriate.

Administrative Procedures (3)

- Prepare and keep adequate records.
- Monitor the process.



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*Thank
You!*

