LECTURE NOTES

ON

RECRUITMENT AND SELECTION

MBA III semester

IARE – R18

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UNIT-I RECRUITMENT CHALLENGES

How to make recruitment efforts succeed

a) Develop a recruitment strategy

The next step after establishing recruitment objectives is to develop recruitment strategy to fill job openings. This phase involves establishing a specific plan of action to meet recruitment objectives. Table2 lists some of the questions an organization might address when developing a recruitment strategy. Determining the type of individuals that should be targeted for recruitment (e.g., those with certain skills) was initially addressed in discussing the establishment of recruitment objectives. With regard to strategy development, an organization should further specify the type of job applicants it wants.

For example, does the organization want to recruit recent college graduates, individuals who currently work for its competitors or members of some other distinct group such as military veterans (all of whom may have the skills established as recruitment objectives)? Until an organization identifies the type of individuals it wants to recruit, it will have difficulty making informed decisions about the otherStrategy-related questions in Table2. To answer these questions, an employer may need to do some

Table 2: Key Strategy Development Questions
• What type of individuals should be targeted?
• What recruitment message should be communicated?
• How can the targeted individuals best be reached?
• When should the recruitment campaign begin?
• What should be the nature of a site visit?

Carry out recruitment activities

The thoughtful development of recruitment strategy is critical if an employer is to derive maximum value from its recruitment activities.Having established a coherent strategy, the next step is to carryout recruitment activities—like advertising a job opening on the organization’s website—that are consistent with the strategy. Details about recruitment activities are discussed in later sections of this report.

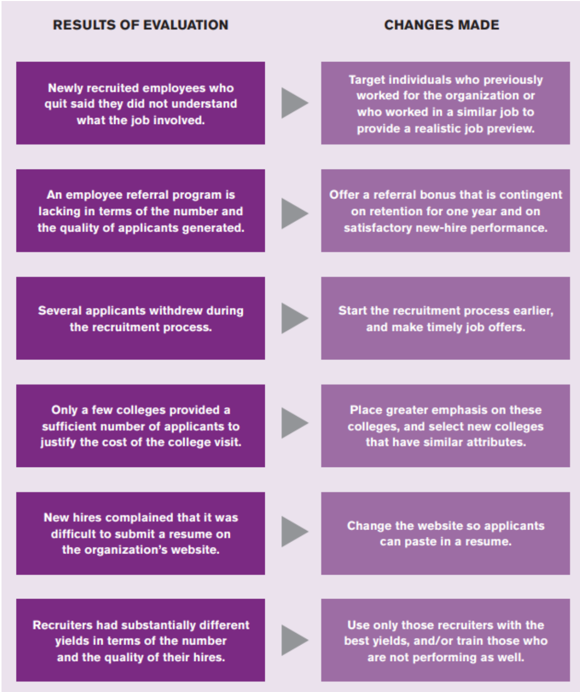


Figure 2: Six Possible Changes Prompted by an Evaluation of Past Recruitment Activities

Exhibit 1: Job Candidates' Comments on How Organizational Actions Affected Them

- They called me regularly to see if I had any questions. That showed they were really interested in me."
- I had a terrible experience with one job interviewer. He was rude, childish and not that professional. I was offered the job but declined the offer."
- My mom was ill and I had to cancel a site visit. They sent a huge bouquet of flowers . . . they made me feel important."
- Consciously, the recruiter doesn't matter, but I'm sure that subconsciously it does. If a person makes you feel more comfortable, then you'll feel more comfortable about the job."
- I assumed I was going to get a ding letter, which usually happens when you don't hear from a company within a few weeks. So I started to look at other options, and I didn't take that company as a serious option."
- In explaining the terms of their job offer, [the company] said that they do not have to pay higher because there are five people waiting in line behind me to take the job. Basically, they told me I'm dispensable."
- I generalize a lot about the company from their representative. If that person is not very sharp, does not seem particularly interested in me, or asks the same questions as every other recruiter, it does not impress me."
- I think a lot of people look at recruiting practices as reflective of the company, and in many cases that's absolutely accurate. Despite the fact that other factors matter, people do make choices based on how they're treated."

b) Workers Expectations- Recruitment Sources

Position insight and self-insight

No employer wants to hire people who are not a good fit in terms of their skills and their job expectations.37 Two factors to consider in recruiting area candidate's understanding of what the position entails (position insight)and a candidate's awareness of his orher talents and interests (self-insight).

To maximize both factors, it makessense to focus recruitment carefully.Table 5, on page 10, illustrates thatrecruiting former employees who haveperformed well in the past is likely toresult in new hires with high positioninsight and self-insight.38 Formeremployees also generally need lesstraining and are less likely to quit.

Former interns, temporary workersand candidates who have workedin similar jobs with other employersare also likely to have considerableposition insight and self-insight.39Recruits who have family members orfriends who work for the organizationalso should have greater insight intothe workings of the organization thanpeople who lack such a connection.

Four specific groups are considerednext to highlight the value of making thoughtful decisions about targetedrecruitment. The general principlespresented in examining these groupsshould allow employers to generalizeresults to other potential groups.

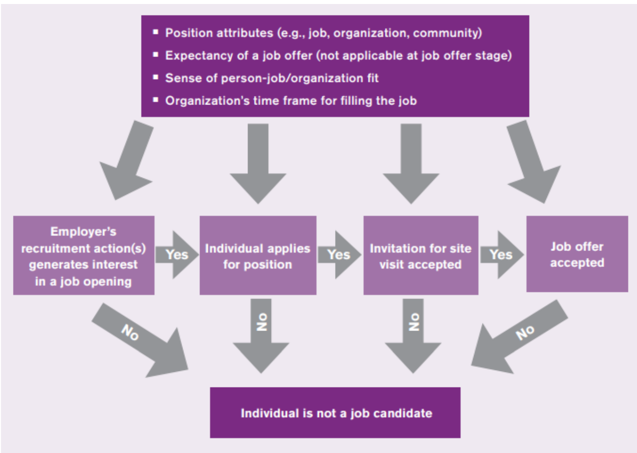


Figure 3: An Applicant's View of the Recruitment Process

Table 5: The Benefits of Targeting Specific Types of Individuals for Recruitment				
Group Targeted	**Position Insight**		**Self-Insight**	
	Job Tasks	***Organization***	***Talents***	***Wants/Interests***
Former employee	Excellent	Excellent	Excellent	Excellent
Internship	Good	Good	Good	Good
Temporary employee	Good	Good	Good	Good
Family or friends	Fair	Good	Fair	Fair
Similar prior job	Good	Minimal	Fair	Fair
No group targeted	Minimal	Minimal	Minimal	Minimal

Table 5: The Benefits of Targeting Specific Types of Individuals for Recruitment

THE RECRUITMENT MESSAGE

An employer's recruitment messageis a major factor affecting whetherpeople apply for and accept a job.

To craft an effective recruitmentmessage, organizations shouldbegin by asking the following fourquestions:

■ Does the message presentinformation that is important totheir target group?
■ Is the information specific?
■ Is the message phrasedappropriately?
■ Is the information realistic?

Different opinions exist aboutwhat constitutes a recruitmentmessage. Some experts take amicro perspective and considereach communication with aprospective employee—such ascomments made by a recruiter orcontent on a website—as a separatemessage. Others take more of amacro perspective and view therecruitment message as the totalityof the information exchanges anorganization has with a prospectiveemployee over the course of therecruitment process. In this report amicro perspective is taken, but whenplanning a recruitment campaign, an organization should ensure thatthe sum of its recruitment messagesconveys the overall message it wantsto communicate.

Message credibility is fundamentalto a successful recruitment effort. Tostrengthen candidates' perceptionsof credibility, recruiting managersshould consider three factors. First,recruitment communications havegreater credibility if they providesome negative information about ajob opening, for example "eveningand weekend work required". Second,credibility is enhanced if what is saidabout a job by different sources (e.g., a prospective supervisor, co-workers)is consistent. Finally, credibility isincreased if some of the informationcomes from sources external to theorganization.53 For example, positivereviews on third-party websitesare generally seen as being moreobjective than employer-providedtestimonials. Awards from externalsources (e.g., Fortune) may be seenas very credible sources for judgingan employer as a good place towork. Even small organizations cancompete for awards, as there areoften categories for small businesses

Targeted Individuals	Examples of Possible Recruitment Actions (Applicability will depend on type of job and employer, e.g., hourly versus salaried position.)
Familiar with job	• Recruit former employees who previously performed well. • Target former interns. • Seek individuals who have held similar jobs elsewhere. • Recruit individuals who have family members or friends working in the type of job being filled.
Familiar with organization	• Recruit former employees who previously performed well. • Target former interns. • Seek individuals who have worked for similar employers. • Recruit individuals who have family members or friends working for the organization. • Target customers.
Attracted to organization	• Target previous job applicants. • Recruit individuals who will not need to relocate. • Seek individuals who are similar to current employees. • Target individuals who will have a short commute. • Recruit individuals who have shown initial interest (e.g., attended a job fair).
Fewer options/likely to accept job offer	• Target the unemployed. • Recruit individuals with disabilities. • Seek individuals who lack work experience. • Recruit individuals with criminal records. • Target older workers.

Key Takeaways for Recruitment Targeting

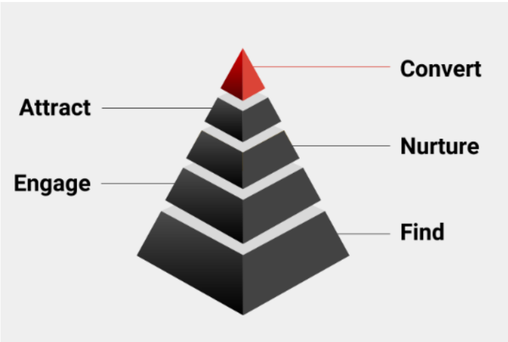
c) Proactive and reactive recruitment

What is Proactive Recruitment?
Proactive recruitment is focused on sourcing, engaging and attracting candidates ahead of hiring demand. With the ever-increasing time to hire and cost per hire, it makes sense for recruiters to engage their candidates proactively and stay ahead of the hiring demands.

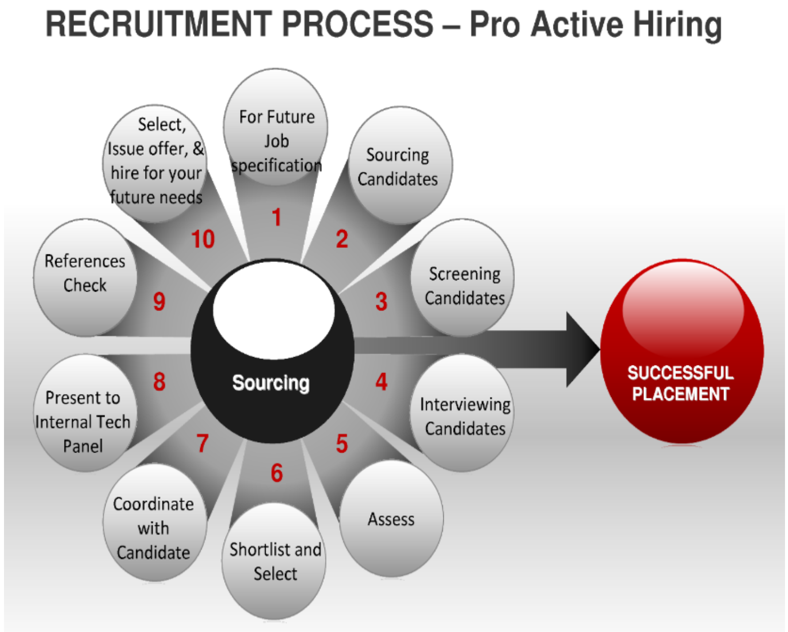
Unlike reactive recruiting, proactive recruiting doesn't depend on candidates applying for a position after its open. Instead, proactive recruitment focuses on identifying talent before its demand, establishing contact, nurturing relationships and ultimately making the candidate interested in an open opportunity.

Proactive recruiters are much more like marketers and/or salespeople and tend treat their candidates like customers. Candidates once sourced enter into your sales funnel or rather a series of stages ultimately resulting in the candidate working for your company.

The Proactive Methodology
The best way to convert great talent into candidates and promoters for your recruiting process. Proactive methodology covers the entire five phases (Find, Engage, Nurture, Attract and Convert) which turns strangers into employees and promoters of the company. Tools like Recruiter flow help you adopt proactive recruitment at your organization.



The Five Phases of Proactive Recruiting Explained



Find

You don't want to just reach out to anyone. You would probably want to reach out to only those people who are most likely to become candidates and ultimately happy employees. But the question is how do you find them?

You need to talk to your team and respective hiring managers to know more about the ideal candidate and create an ideal candidate persona. It helps you narrow down your search for relevant candidates. (Checkout our candidate persona template used by more than 350 amazing recruiters around the globe!)

Find these people on various social platforms, your own candidate database, relevant communities, events and channels.

Always create candidate segments or pools within your passive candidate database. These pools can be based on skill set, years of experience, education, past companies or any other trait which makes targeting candidates at scale, better.

Engage

Finding a relevant prospect is just one part! Your proactive recruiting engine would be no good if you aren't able to attract their attention. Your first touch point is really crucial and it helps you start a new relationship with the prospect. Remember, they are not your candidates till now, they are just prospects. You should never try to oversell your company or a job to these prospects. A well-drafted first touch point should talk more about the candidate than your company. It should be super personalized with a clear call to action.

Have you ever seen a venture investor making the first contact with a startup? It's never about funding. It's more about how well the startup is doing and that they would like to know what the startup is up to. Do the same with candidates! Opening up a conversation in whatever way works best for them – with emails, call, or meetings.

Nurture

One of the most critical parts in proactive recruiting is nurturing your relationship with candidates. This very similar to sales, where salespeople try to create and nurture relationships with their probable customers.

As salespeople have sales cycle, which depends upon the complexity of the product (and various other factors), proactive recruitment also has candidate interest cycle, duration of which depends upon the difficulty of filling a position. A junior-level business position will have a shorter candidate interest cycle than a senior data scientist position.

Nurturing your relationship with candidates is really important during the candidate interest cycle. It keeps you as a recruiter always at the front whenever they are considering a job change.

Nurture your relationship with candidates using content, occasional emails, sharing interesting insights, recent achievement or any other campaign idea which strengthens your relationship. Use candidate relationship management software like Recruiter flow to create talent pools and nurture your relationships with them.

Attract

You're on the right track. You've found the right people and converted the right prospects, established a relationship with them but now you need to transform those prospects into candidates. How can you most effectively do this? The proactive recruiting tools available at this stage to make sure you're closing the right candidates at the right time, faster and easier.

Using Recruiter flow, you can know in which stage your candidates are. Engage more with candidates in later stage who have more chances of joining your company. Create a series of recruitment emails focused on useful, relevant content which builds a relationship with a prospect and helps them become more ready to apply.

Convert

Once a prospect applies, make sure they have a remarkable candidate experience. They have a much higher awareness of your business and they have built a relationship with you. So, it's even more important to delight, and make your candidates happy. If you do, they will not only apply and join themselves but also refer their friends who might also be an ideal fit for your company.

Be transparent with them, help them prepare for the interview process and even if they get rejected, be good with them. No matter what the outcome of the process is, you should keep these candidates in your talent pool. You might need them or their friends later

So what's so bad about Reactive recruitment?

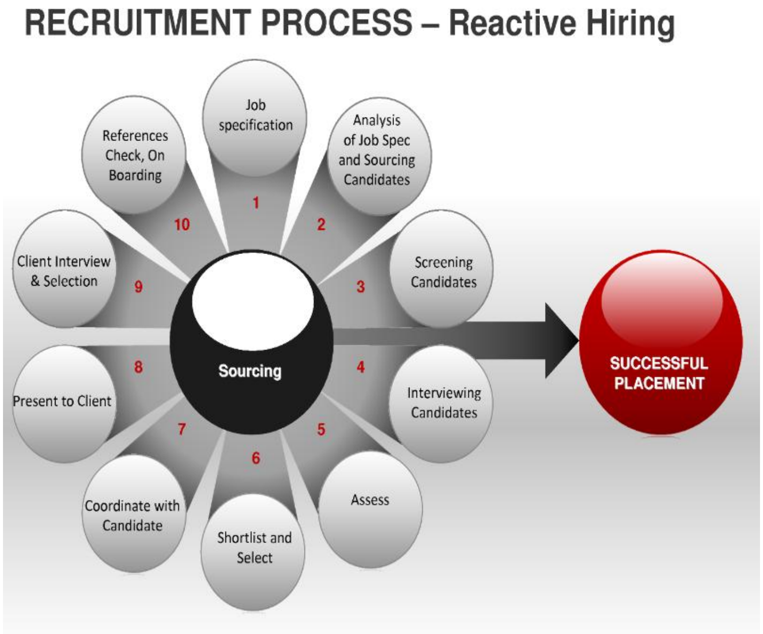
Taking a reactive approach to anything work-related is fraught with dangers, and this is particularly true when it comes to hiring new employees. After all, recruitment is a stressful enough exercise without piling more pressure on your already weary shoulders.

You see, when we wait for roles to become vacant before actively seeking suitable candidates, we are putting unnecessary pressure on the recruitment team to deliver in a short space of time. And unless we're extremely lucky to find the perfect candidate who just happens to be out of work at that moment, then our recruitment process may end up looking like this.

- Employee leaves role/company expands workforce
- Recruiters start looking for suitable candidates

- Weeks go by
- Employee notice period ends
- Interviews start
- Successful candidates begin their notice period
- Weeks go by
- New employee begins onboarding process

As you can see, it’s not an ideal scenario and one that will slow down the entire hiring process a great deal.



e) Innovative recruitment sources

- Change your employer brand rapidly using TV ads. ...
- Virtual reality recruiting is about to explode. ...
- Build your employer brand with authentic videos and messages. ...
- Recruiting on alternative sites where your targets hang out. ...
- Raid your talent competitors. ...
- Hold a National hiring day to create a buzz.

There are some things us recruiters just can’t have enough of. Like, candidates. Or LinkedIn connections. Or imagination sparking – innovative recruitment methods.

Finding the best candidates has never been as tough as it is today. Baby boomers are retiring left, right and center, Millennials are freelancing away, and Generation Z has only just started to enter the workforce.

And no, that’s not all.

At the same time, we’ve got a digital revolution going on that we’re supposed to stay on top of. Vendors old and new are throwing all kinds of AI and automation tools at us, trying to simplify our recruitment lives.

Needless to say, it can be quite a challenge to figure out which recruitment methods fit your company's bill, let alone stay up to date on emerging ones.

Luckily, there are plenty of great examples out there to help you get inspired. For today's article, we've selected 13 innovative recruitment methods. Some of them may be a tad more novel than others, but all of them give you an idea about what the possibilities are so you can use the inspiration for your own recruitment strategy.

Hear all about the most innovative recruitment methods in our new podcast
Recruitment On The Go available on Sound Cloud and iTunes!

- A Quick Summary of Innovative Recruitment Methods
- Inclusive job adverts
- Programmatic advertising
- Video interviewing
- Benefiting from gig economy
- Engaging with passive candidates
- Employee referrals
- Texting
- Social media
- Virtual reality
- Using data
- Employer review sites
- The aging workforce management
- Mobile recruitment

f) Electronic Recruitment
The E-Recruitment, also called as Online Recruitment, is the process of hiring the potential candidates for the vacant job positions, using the electronic resources, particularly the internet.

Nowadays, companies make use of the internet to reach a large number of job seekers and hire the best talent for the company at a less cost, as compared to the physical recruitment process.

E-Recruitment includes the entire process of finding the prospective candidates, assessing, interviewing and hiring them, as per the job requirement. Through this, the recruitment is done more effectively and efficiently.

Generally, the job vacancies are advertised on the World Wide Web (www), where the applicants attach their CV or resume, to get recognized by the potential recruiters or the employers.

The companies undertake their online promotional activities via their official websites, wherein the complete information about the corporation is enclosed. Through this information, the prospective candidate could decide whether to be a part of a firm or not. Thus, the firm’s official website is considered to be an essential element of E-Recruitment.

Advantages of E-Recruitment

- Low cost per candidate, as compared to the physical recruitment process.
- Wide geographical coverage, i.e. the candidates can be hired from any part of the world.
- Beneficial for both the employer and the job seeker, the corporations can find the prospective candidates through their CVs attached to World Wide Web, and similarly, the candidates can search the employer through their job vacancy advertisement posted on the internet.
- Less time required in hiring the potential candidate for the firm.
- Right people for the right job can be easily found through E-Recruitment, by matching the candidate’s CVs with the job profile.

The recruitment process becomes more efficient and easy to record details of the applicant.

The E-Recruitment software and systems are available, through which the entire recruitment process becomes automated. One of the systems is the Recruitment Management System, which is a portal that involves hiring the candidates online and each step involved in the recruitment process is automatized.

Business JargonsHRE-Recruitment
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Related Terms:

- e-HRM
- Selection
- Recruitment Process
- Internal Sources of Recruitment
- External Sources of Recruitment

g) Electronic resumes

An electronic resume is a plain text (ASCII), PDF or HTML document that provides an employer with information regarding a job candidate's professional experience, education and job qualifications and is meant to be read by a computer program instead of by a human being.

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Many large companys process all their incoming resumes electronically by using an automated applicant tracking systems **(ATS)** or subscribing to a resume scanning service that scans resumes as images and uses optical character recognition **(OCR)** software to read the text. Essentially, the information contained on the resumes is entered into a relational database so when the company needs to hire new talent, someone from the human resources management **(HRM)** department can query the database for possible candidates. Resumes that match a specified score for keywords that were identified by the hiring manager are then selected for human review.

On an electronic resume, keywords can be stated in a separate keyword section, or they can be integrated into the text. The font should be simple and all text should be aligned to the left. Do not use underlining, bolding, italics or bullets as these can confuse older **OCR** software programs. In general, action verbs like "**managed**" or "**facilitated**," which are recommended for use in paper resumes, are not effective in electronic resumes because most **ATS** keywords are nouns.

Since computers read resumes differently than people do, recruiters recommend that job hunters should prepare two versions of their resume: a simple, electronic one for talent analytics programs and a more creative one printed on quality paper to hand-deliver to someone within the organization or bring to an interview.

Continue Reading About electronic resume

- This Placement Manuals Online article lists suggestions for polishing your keyword skills.
- This Vault.com article has guidelines for preparing an electronic resume.
- Pat Kendall provides directions for preparing an electronic resume.
- Talent analytics gaining a foothold in the industry
- Talent assessment tool supplements "gut feeling" in hiring

Advantages

Speed and efficiency
Convenience for you and the employer
No mailing costs
No envelopes to stuff

Disadvantages

Your resume may have a plain appearance
You may need to send a hard copy if you become a top candidate
Quality of print will be determined by the receiver

h) **Career web sites**

01 Indeed.com

Indeed is a leading job site with millions of job listings from thousands of websites, including company career sites, job boards, newspaper classifieds, associations, and other online sources of job postings. Users can also upload a resume and get a personalized resume link to share with employers. You can also apply for jobs, research salaries and job trends, set up job alerts, and use Indeed's job search app for mobile job hunting.

02 CareerBuilder.com

CareerBuilder is one of the largest job boards, providing job listings, resume posting, and career advice and resources to job seekers. CareerBuilder secures job listings directly from employers and has expanded local listings by partnering with many newspapers to incorporate their online classifieds.

03 Dice.com

Dice is the leading site for tech job seekers. You can search by company, job title, keyword, employment type, and location. Registered users can upload a resume, get salary information, store resumes and cover letters, and track jobs. You'll also find career advice and tech news for job seekers.

04 Glassdoor.com

Glassdoor is a career community that helps people find jobs and companies recruit top talent. Glassdoor members can see the latest job listings and get access to user-generated content, including company-specific salary reports, ratings and reviews, interview questions, and more.

05 Google for Jobs

Google for Jobs is a product from Google that aims to help job seekers find job listings that are right for them. Google for Jobs is a job search engine that compiles listings from many different sources, including other job search engines. Instead of using a specific job search site, users can simply type a job into their Google search bar. Google then pulls up related listings. Users can then narrow their search by type of job, location, company type, date posted, and more.

06 Idealist.com

Idealist is the premier clearinghouse for information on full-time, internship, and volunteer positions within the non-profit sector. You can identify target organizations by their mission and specific types of opportunities within various niches. Registered users can also identify groups of interest and communicate with members for networking purposes.

07 LinkedIn.com

LinkedIn connects the world’s professionals to make them more productive and successful. LinkedIn is the world’s largest professional network on the Internet. You can search for jobs, identify contacts at employers who are advertising vacancies, and follow companies of interest on LinkedIn. Users can incorporate portfolio samples within their profile to showcase their offerings for prospective employers. LinkedIn works well for strong candidates conducting a passive jobs search where they want employers to find them.

08 LinkUp.com

If you want to avoid spam, scams, and duplicate job listings, LinkUp is the job site for you. LinkUp only posts jobs provided on company websites, furnishing applicants with often unadvertised jobs. Because the jobs come directly from company sites, you can be sure they are current openings.

09 Monster.com

Monster is one of the original job boards and has expanded to include a variety of other resources and apps for job seekers. Monster users can search for and apply for jobs online, post a resume, review company profiles, and get salary information and career advice.

10 US.jobs

Job seekers using US.jobs for their employment search have access to a database of more than a million unique, verified positions from nationwide employers. US.jobs is derived from a partnership between the Direct Employers Association and the National Association of State Workforce Agencies (NASWA). It is designed to improve the labor market and directly connect employers and job seekers. There's a Veteran's Job Bank as well as a searchable schedule of upcoming in-person career events.

11 Specialty/Niche Job Sites

Niche job websites are an excellent resource for finding job openings that aren’t always listed on other sites. There are too many great niche job websites to list them all, but here are some favorites that are especially useful for job seekers.

i) International electronic recruitment electronic Web sources.

UNIT-II INTERVIEWING AND JOB DESCRIPTION

a) Interviewing, Job descriptions,

Basic Job Description:
Interview persons by telephone, mail, in person, or by other means for the purpose of completing forms, applications, or questionnaires. Ask specific questions, record answers, and assist persons with completing form. May sort, classify, and file forms.

Job Duties and Tasks for: "Interviewer"
1) Ask questions in accordance with instructions to obtain various specified information, such as person's name, address, age, religious preference, and state of residency.

2) Identify and resolve inconsistencies in interviewees' responses by means of appropriate questioning and/or explanation.

3) Compile, record and code results and data from interview or survey, using computer or specified form.

4) Review data obtained from interview for completeness and accuracy.

5) Contact individuals to be interviewed at home, place of business, or field location, by telephone, mail, or in person.

6) Assist individuals in filling out applications or questionnaires.

7) Ensure payment for services by verifying benefits with the person's insurance provider or working out financing options.

8) Identify and report problems in obtaining valid data.

9) Explain survey objectives and procedures to interviewees, and interpret survey questions to help interviewees' comprehension.

10) Perform patient services, such as answering the telephone and assisting patients with financial and medical questions.

11) Prepare reports to provide answers in response to specific problems.

12) Locate and list addresses and households.

13) Perform other office duties as needed, such as telemarketing and customer service inquiries, billing patients and receiving payments.

14) Meet with supervisor daily to submit completed assignments and discuss progress.

15) Collect and analyze data, such as studying old records, tallying the number of outpatients entering each day or week, or participating in federal, state, or local population surveys as a Census Enumerator.

b) Reviewing the application and résumé

The work of resume review starts well before the applicant resumes fill your inbox. Reviewing a resume starts with a job description or role profile so that you know broadly what the job entails. Part of the job description, in an effective job description, details the qualifications and experience of the candidate you seek to fill the job. Using the key qualifications and experience you identified for the role, develop your online and offline job postings, post them on your recruiting website, and make them available to contacts and employees for referrals.

Determine a Salary Range
Then, determine the salary range by using a market pay study and the additional salary research materials you have on hand. Better candidates will inquire about the pay range before they invest a lot of time in your company. Be prepared with an appropriate response so as not to lose your best candidates.

Develop a Key Qualifications List or Candidate Profile
This process gets you started. The next key is for HR staff and the hiring manager to narrow down all of this information. Create a list that spells out your most important candidate selection criteria. This is often called a candidate profile. You'll want to list:

the key characteristics or traits,
the most important skills,
the most relevant experience
the desired educational level, and
the other most important factors that you will consider in candidate selection.

Job Posting Example
Here is an example of an actual job posting that was created from a list of key qualifications. Notice that the candidate's qualifications are carefully defined.

Marketing Specialist
Company X, an award-winning global leader in the xxx, xxx and xxx of xxx seeks a motivated, proactive, Marketing Specialist to develop marketing materials and website content, design ads, and generally, support the work of the marketing function. The successful candidate has a degree in marketing, and 1-3 years experience in advertising, website development, and Internet competitive research.

Preparing to Review Resumes
The preparation for resume review enables you to get down to the serious job of applicant resume review quickly. Set aside a block of time whenever possible. Part of resume screening is comparing one candidate's qualifications and credentials to those listed in the other resumes you have received. Additionally, with the use of electronic applications and recruiting websites that accept applications, resume screening has taken on new dimensions.

Steps in the Resume Review

- Read the customized cover letter. Look especially for a flawless presentation, correct spelling and grammar, and the applicant's attention to detail. What—there is no cover letter? This is the downside of electronic resume spamming. Receiving countless, usually unqualified, applicant resumes, occurs following every job posting. The tip-off? Usually, unqualified applicants fail to write a cover letter.
- Worth noting, too, is the fact that advice to job applicants has changed in recent years. Disagreement exists about whether a cover letter is still a necessary component of an application. Supporters contend that it is a wonderful opportunity for an applicant to demonstrate that their

credentials are perfect for your job requirements. Then, choose, or choose not, to continue your resume review at this point.

- Scan the resume to obtain an overall impression of the applicant. You'll want to see at a glance that the applicant fulfills your key expectations. experience, and qualifications of the person whom you would hire. Look especially for a flawless presentation, correct spelling and grammar, and their attention to detail. Paper resumes must pass the “feel” test.
- In the first skim, look for the easy-to-find qualifications. (As an example, if you are requiring a college degree, does the applicant have one?) If not, reject the resume or place it in your “maybe” meets qualifications pile or electronic folder.
- Read the description of what the candidate says they are looking for in their next job. Is the statement customized to your job or does it describe any job in the world? For example, generally reject resumes that make statements such as, “I seek a challenging opportunity to utilize my skills with a progressive employer who will provide opportunities for growth." Honestly, you’ve got to do better than to offer this type of generality to pass the resume screen.
- Look for a summary statement of qualifications and experience. If the candidate has taken the time and customized their summary for your job, this enables you to quickly find the characteristics you seek from your role profile. These resumes quickly hit the “further review” pile.
- Applicants also need to recognize that more and more, larger organizations are scanning resumes into databases. When a job becomes available, resumes are scanned for relevant keywords. Make the keywords easy to find.
- Review the most recent employers and the applicant’s stated experience, accomplishments, and contributions. At this point, you must have found significant cross-over between the applicant’s resume and your requirements. Place the resume in your “to be reviewed further” folder unless you have encountered problems.
- Red flags at this point in your resume review, that are unexplained on the resume or in the cover letter, include: employment gaps, evidence of decreasing responsibility, evidence of a career that has reached a plateau or even gone in the wrong direction, short-term employment at several jobs, and multiple shifts in career path.
- Review your selected resumes against your criteria and each other.
- Telephone screen the seemingly qualified candidates. Schedule interviews with the candidates who pass your initial screen.

c) Planning basic questions

Anticipating interview questions.

- How would you deal with site employees who disagreed with the timescales you had determined within a plan?
- What do you see as the key challenges faced by planners on a day-to-day basis?
- Do you prefer being office or site based? Why?
- Can you describe what you see as a typical day for a planner?
- Are there any professional qualifications you would like to gain in the next few years?
- What would you say are the most important attributes a successful planner needs?

- What interests you most about working within planning?

General interview questions.

- Why should this company employ you?
- Why are you looking to leave your current role?
- What appeals to you most about this role? What appeals least?
- Why did you apply to this company?
- How do you see your career developing over the next few years?
- Do you have any questions about the role or the company?
- Scenario interview questions.
- Describe a recent planning task and tell me what was most and least successful about the project.
- Tell me about a problem you have faced that required logical thinking to solve. Would you approach the problem differently next time?
- Can you explain how you would go about developing the very initial stages of a long-term plan? Who would you engage with first?
- Using a recruitment agency will be helpful as they may well have further information about a specific role.

d) Competency Based questions

Job Performance/Career Goals:

- Could you share with us a recent accomplishment of which you are most proud?
- How much supervision have you typically received in your previous job?
- Describe one or two of the biggest disappointments in your work history?
- Why are you leaving your present job? (Or, why did you leave your last job?)
- What is important to you in a company? What things do you look for in an organization?
- What was your primary contribution/achievement? Biggest challenge?
- What are your short-term and long-term goals?
- In what areas would you like to develop further?
- What are your career path interests?
- What would you most like to accomplish if you had this job?
- What do you know about our company?
- Why should we hire you?
- If you are the successful applicant, how would you expect to be different after a year in the position?
- Can you give us an example of your ability to manage or supervise others?
- What are some of the things you would like to avoid in a job? Why?
- In your previous job, what kind of pressures did you encounter?
- What would you say is the most important thing you are looking for in a job?
- Everyone has strengths and weaknesses as workers. What are your strong points for this job?

- What would you say are areas need improvement?
- What were some of the things about your last job that you found most difficult to do?
- What are some of the things you particularly liked about your last job?

Education:
- What special aspects of your education or training have prepared you for this job?
- What courses in school have been of most help in doing your job?

Managerial:
- Tell us about your management style – people, teamwork, direction?
- Describe an ideal supervisor.
- What is your own philosophy of management?
- Have you participated in planning processes?
- What was the most challenging personnel issue you've had to deal with and how did you handle it?
- A new policy is to be implemented organization-wide. You do not agree with this new policy. How would you discuss this policy with your staff?
- Describe a decision you made which would normally have been made by your supervisor? What was the outcome?
- Discuss and differentiate between remediation, corrective action, and discipline.
- Explain, step by step, how you have handled an employee who had performance problems.
- Why should employees seek to improve their knowledge and skill base? How would you motivate them?
- What coaching and mentoring experience have you had? How did you determine the appropriate way to coach/mentor and what were the results?
- Management requires both good writing and verbal skills for good communication. When it comes to giving information to employees that can be done either way, do you prefer to write a memo OR talk to the employee?
- What is the largest number of employees you have supervised and what were their job functions?
- Would you please describe your interest in becoming (title of position)?
- Tell us about your current position or most recent position and how you helped the organization accomplish its goals and mission.
- Tell us about your fiscal management experience: budgeting, reporting, cutting costs, building and maintaining reserves.
- Have you ever had to champion an unpopular change? How did you handle it?
- Give us some example of how and when you were the spokesperson for your current or most recent company.
- Tell us about your experiences with staff development. How do you think your current or most recent staff would describe you?
- How do you get people who do not want to work together to establish a common approach to a problem? If you do not have much time and they hold seriously differing views, what would be your approach?
- How do you stay informed of current ideas on management and the industry field for the organization?
- What would you think are the most important characteristics & abilities a person must possess to become a successful leader? How would you rate yourself in these areas?

Customer Service:

- Tell us about a time when you went out of your way to give great service to a customer.
- Describe a process or system that you improved so customers would be better served.
- Tell us about a time when you asked for feedback on your customer service skills from your manager or co-worker, and then used that response to improve your work.
- Tell us about a time when you had trouble working with a difficult or demanding customer. How did you handle this?

Behavioral:

- If someone told you that you made an error, describe how you would react and what you say in your defense.
- You are a committee member and disagree with a point or decision. How would you respond?
- Tell us about a time when you were part of a great team. What was your part in making the team effective?
- Give us an example of a time when you had to deal with a difficult co-worker. How did you handle the situation?
- Can you tell us about a time during your previous employment when you suggested a better way to perform a process?
- Give us an example of a time when you were trying to meet a deadline, you were interrupted, and did not make the deadline. How did you respond?
- What strengths did you rely on in your last position to make you successful in your work?
- What motivates you?
- What kinds of things do you feel most confident in doing?
- Can you describe for us a difficult obstacle you have had to overcome? How did you handle it? How do you feel this experience affected your personality or ability?
- What gives you the greatest satisfaction at work?
- What things frustrate you the most? How do you usually cope with them?

Interpersonal:

- Explain the phrase "work ethic" and describe yours.
- What kind of people do you find it most difficult to work with?
- What methods do you use to make decisions? When do you find it most difficult to make a decision?
- How would your co-workers describe your work style?
- What do you think are the best and worst parts of working in a team environment? How do you handle it?
- Under what kinds of conditions do you learn best?
- Do you prefer working in groups or alone?
- Some people get to know strangers quickly; while others prefer to take their time letting people get to know them. Describe how you entered relationships when you were "new" on a job.

Creative Thinking:

- What was the most creative thing you did in your last job?
- What is your interpretation of "success"?
- Can you think of a problem you have encountered when the old solutions didn't work and when you came up with new solution(s)?
- Of your creative accomplishments big or small, what gave you the most satisfaction?
- What kind of problems have people recently called on you to resolve? Tell us what you have devised.
- The person in this job needs to be innovative and proactive. Can you describe some things you have done to demonstrate these qualities?

Decisiveness:

- What was your most difficult decision in the last six months? What made it difficult?
- The last time you did not know what decision to make, what did you do?
- What kinds of decisions do you make without consulting your immediate supervisor?

Work Standards:

- What are your standards of success in your job?
- When judging the performance of your employees, what factors or characteristics are most important to you?

Flexibility:

- What was the most important idea or suggestion you recently received from your employees? What happened as a result?
- What do you think about continuous changes in company operating policies and procedures?
- What was the most significant change made in your company in the last six months which directly affected you, & how successfully do you think you implemented this change?

e) Key competency category

Essential HR Manager Skills and Competencies

Human resource management responsibilities require an overlapping set of skills and competencies. If you're looking for an edge in today's competitive job market, understanding and developing these skills is the key to success. Let's count down six core competencies for HR professionals.

1. Human Resources Knowledge

Today's job seekers have access to more information than ever before. Therefore, the best HR professionals must be prepared to meet these informed candidates with industry expertise of their own.

Understanding how and why individuals enter and move within an organization is at the core of everything else you will do in human resources. HR managers who truly add value are always attuned to "the big picture" of how HR practices relate to a successful business.

Your knowledge in this area needs to be greater than anyone else's to support the objectives of employees and employers alike. After all, HR management is not just about talent acquisition, but also about retention.

2. A Commitment to Ongoing HR Learning

Today's business landscape is complex and in a state of constant flux. The field of HR is dynamic and our ability to process and understand it needs self-motivation.

Growing in your job means being receptive to new ideas, wherever they may come from. Have you demonstrated a commitment to ongoing learning by taking advantage of conferences, other colleagues in HR, or graduate studies?

HR professionals who never stop learning are well-positioned to translate well thought out industry trends and data into actionable insights.

3. Communication Skills in Human Resources

The primary function of the typical HR professional's job involves facilitating discussion between employees and employers. If a human resources manager can't communicate clearly they will not be successful. Both oral and written skill are required to effectively relay information.

One aspect of communication that gives people an edge is a strong ability for conflict resolution. Even in the most agreeable workplaces, problems arise that need a diplomatic ear, an eye for assessment, and a hand for getting the problem settled. This particular skill is invaluable when negotiating solutions and keeping things on track.

4. Critical Thinking Skills

Critical thinking is in the “sweet spot” of less common/more desired employed traits, according to an analysis of the skills gap by Bloomberg. HR professionals, in particular, frequently need to balance complex situations and take their time to think with a combination set-in-stone processes and outside-the-box thinking.

Employees come from a breadth and depth of backgrounds and experiences. HR professionals need to strategically cultivate an environment in which all can work together toward the improvement of the business.

5. An Ethical Approach for Human Resources

The importance of ethics as an HR core competency cannot be overstated. Every day, HR professionals face ethical challenges related to everything from managing private employee information to protecting the reputation of their organizations. Adopting an unwavering and unilateral commitment to ethics not only helps attract top talent while safeguarding your organization, but also fosters a culture of trust and loyalty.

Part of being ethical is truly caring about people. Empathy for tough situations and “real life” goes a long way to setting you apart from those who just do it “by the book.”

Some ethical principles are enshrined in law. Making sure your company’s policies and practices are in legal compliance is a mainstay in the world of human resources. Avoiding discrimination in regard to ethnic background, disability, religious belief, and many other factors is important because of the hurt it will avoid and to foster a better, more diverse work environment.

Laws are always changing, sometimes incrementally, sometimes as part of a great cultural shift. Therefore, staying up to date on national news, trends, and laws is particularly important; ignorance of the law is not a winning defense. Legal compliance, of course, also protects the company and its officers.

6. Human Resources Organizational Skills

HR management is a juggling act. The more organized you are, the better you’ll be able to stay ahead of what you need to do and have time for things you would like to do. If you think organization is something you either have or you don’t, think again. Organization can be honed by understanding where you work, and doing a few things the same every day to build a routine.

While these six HR core competencies may seem like a tall order, they’re embodied by the best HR managers in workplaces across the country. Great work experience can help, but that takes time. A Master of Science in Human Resources Management helps develop all these skills quickly. Not only will an advanced degree help you develop a richer understanding of how to be a better HR leader, but you’ll learn how to apply these skills appropriately for success.

f) Competency based lead-institute

Competency-based Education (CBE) The competency-based education (CBE) approach allows students to advance based on their ability to master a skill or competency at their own pace regardless of environment. This method is tailored to meet different learning abilities and can lead to more efficient student outcomes.

An explanation using a real-life scenario
People learning to drive manual transmission might first have to demonstrate their mastery on the "rules of the road", safety, defensive driving, parallel parking etc. In this manner, they can focus on two independent competencies – "using the clutch, brake with right foot" and "shifting up and down through the gears". Once the learners have demonstrated that they are comfortable with those two skills, the next overarching skill that needs to be learned might be "finding first: from full stop to a slow roll" followed by "sudden stops", "shifting up" and "down shifting". Because this is kinetic learning, the instructor likely would demonstrate the skill to the learner a few times after which the student can perform guided practice followed by independent practice until mastery is demonstrated.

As a learning method
Competency-based learning is learner‑focused and works naturally with independent study and with the instructor in the role of facilitator. Learners often find different individual skills more difficult than others. This learning method allows a student to learn those individual skills they find challenging at their own pace, practicing and refining as much as they like. Then move rapidly to other skills to which they are more adept.

Best practices
Competency profiles assist in effective learning and development by identifying the behaviors, knowledge, skills and abilities that are necessary for successful performance in a job. Employees can assess their competencies against those required for their own job, or for another job in which they are interested, and then take steps to acquire or improve any necessary competencies.

Competencies support learning by:
- Focusing learning on the critical competencies needed for success in the job and organization
- Providing standards for measuring employee performance and capabilities
- Providing the framework for identifying learning options/curriculum/programs to meet employee and organizational needs
- Supporting effective forecasting of organizational, as well as project-related learning requirements
- Providing standards for determining how well learning has occurred, both at the individual and organizational level

g) Generic competency Questions

Here are the top five common competencies used in the most common competency-based interview questions followed by an example:
- Teamwork – "Tell me about a time you led or worked in a team."
- Problem solving – "Describe a situation where you solved a problem."

These are 10 of the key competencies which interviewers often focus on:
Communication. Regardless of the position or industry, the way we interact with others is crucial and you need to be able to build and maintain excellent relationships with clients and colleagues. Example question: 'Tell us about a time you had to adjust your communication approach to suit a particular audience.'

Decision making. Good decision making will help you solve problems, devise solutions and make efficiencies. Example question: 'Give an example of a time when you had to make a difficult decision.'

Leadership. Valuable for many reasons – such as showing that you can coordinate, motivate and lead a successful team. Example question: 'Describe a situation when you assumed the role of leader. Were there any challenges, and how did you address them?'

Results orientation. Being focused on results is a skill that will help you excel in your career. It can be anything from improving a system or process through to hitting targets. Example question: 'Give me an example of a time when you believe you were successful.'
Teamwork. Businesses don't work properly without good teamwork. Collaborative working can achieve results, improve productivity and boost performance. Example question: 'Describe a situation in which you were working as part of a team. How did you make a contribution?'

Trustworthiness. Good employees can be trusted to get things done. Example question: 'Would you report on a colleague who you knew was taking money from the company illegally?'

Responsibility. Employees who take responsibility for and pride in their work are highly valued. Example question: 'Describe a situation when you held responsibility for completion of a task.'

Commercial Awareness. A skill that illustrates intelligence, professionalism and commitment to the firm. Example question: 'Describe a situation when you have had to use commercial awareness.'

Professional Development. Being open to enhancing your skills will always help you succeed at work. Example question: 'Describe a period where you enhanced your skills effectively.'

Technical Skills. Ever more important, technical (and particularly digital) skills are highly sought after because so many businesses are using them to grow. Example question: 'Describe a situation where you have used technical skills in your work.'

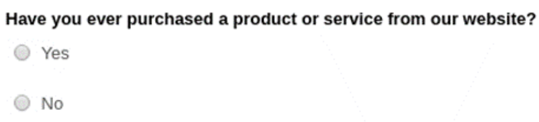
h) Additional typesof questions

What is a Question?
A question is defined as a sentence that seeks an answer for the purpose of information collection, tests and research. Good questions produce accurate responses and this aids in collecting actionable quantitative and qualitative data.

Questions have over the years evolved to different question types to now collect different sets of information. The types of question used in a research study are decided by the information required, nature of the study, time that the respondent has, their willingness to participate and the time and budget constraints of a study.

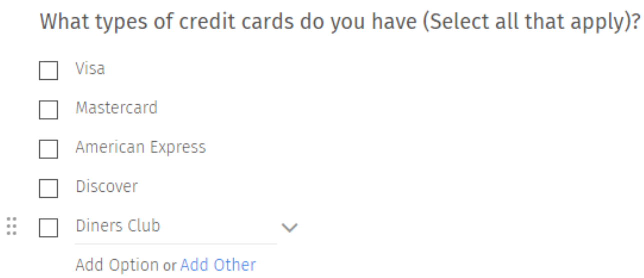
The art of asking the right questions helps to gain deep insights, take informed decisions and develop effective solutions. To know how to ask good questions, it is imperative to know the basic question types.

1. The Dichotomous Question
The dichotomous question is generally a "yes/no" close-ended question. This question is generally used in case of the need of basic validation. It is also used to distinguish from in-between people that have had some or any form of interaction with your brand. In the below example, a yes or no question is used to understand if the person has ever used your online store to make a purchase. The respondents that answer "Yes" can be bunched together and the respondents that answer "No" can be bunched together and both can be asked different questions.



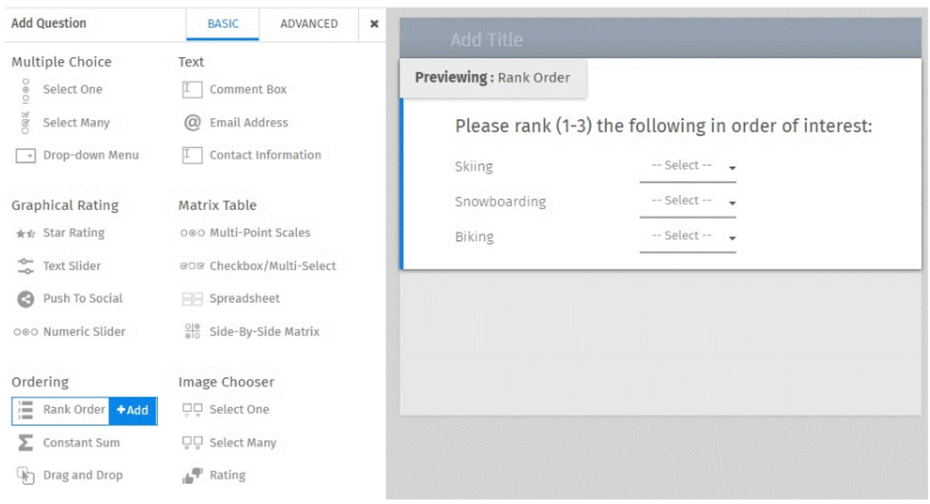
2. Multiple Choice Questions

Multiple choice questions are a question type in which a respondent has to select one (single select multiple choice question) or many (multiselect multiple choice question) responses from a given list of options. The multiple choice question is consisted of an incomplete stem (question), right answer or answers, incorrect answers, close alternatives and distractors. Not all questions would have all of the above and these guidelines can be used as deemed fit or that best matches the expected outcome of the question. Typically, single select questions are denoted by radio buttons and multi select questions are denoted by check-boxes. An example of a multiselect multiple choice question, is a bank that would like to launch a new credit card and wants to understand the usage of payment merchants would ask the following:



3. Rank Order Scaling Question

The rank order question type allows the respondent to rank preferences in a question in the order of choice. This question type is used to understand the weightage that is offered by respondents to each option. The other type of rank order question is a drag and drop question type where the respondent can rearrange options on the basis of importance. An example of a rank order question is a sporting good store looking to understand from respondents their choice of sports and in what order they would place them.



5. Likert Scale Question

Likert Scale is one of the most used tools by market researchers when they want to evaluate the opinions and attitudes of their target audience. This type of question is essential in measuring a respondent's opinion or attitude towards a given subject. The scale is typically a five, seven, or nine point agreement scale used to measure respondents' agreement with a variety of statements. Likert scales are either unipolar, where it indicates a respondent to think of the presence or absence of a quality and bipolar, where it indicates a respondent to balance two different qualities, defining the relative proportion of those qualities. For example, if a telecom company would like to understand the respondent’s satisfaction level with their services, the question that can be asked is:

Indicate your satisfaction levels with our customer services:

- ○ Completely Dissatisfied
- ○ Mostly dissatisfied
- ○ Somewhat Dissatisfied
- ○ Neither Satisfied or Dissatisfied
- ○ Somewhat Satisfied
- ○ Mostly Satisfied
- ○ Completely Satisfied

7. Staple Scale Question

The staple scale question is defined as a rating scale that is close-ended with a single adjective (unipolar), developed to gather respondent insights about a particular subject or event. The survey question is comprised of an even number of response options without a neutral point. For example if an airline would like to collect feedback on multiple attributes of a respondent’s flying experience.

Please rate your flying experience with us on the basis of the following:

	Very Good					**Very Poor**
	+3	+2	+1	-1	-2	-3
Check-in process	○	○	○	○	○	○
Quality of food	○	○	○	○	○	○
Service by crew	○	○	○	○	○	○

8. Demographic Question

The demographic question captures the demographic data from a population set. They are used to identify characteristics such as age, gender, income, race, geographic place of residence, number of children, and so forth. Demographic data helps you paint a more accurate picture of the group of persons you are trying to understand. For example:

Which of the following categories describes your age?

- ○ Younger than 18
- ○ 18 – 24
- ○ 25 – 34
- ○ 35 – 44
- ○ 45 – 54
- ○ 55 – 64
- ○ 65 or older
- ○ Prefer not to answer

i) Probing questions

Examples of probing questions for interviews

Probes cannot be easily planned in advance. It is impossible to know what issue the person might raise and how you might need to probe to learn more. However, it is helpful to be familiar with probing and some general ways to probe. You can therefore specifically use the following questions to follow-up on the prepared behavioral questions.

"Tell me more about that."
"What led you to . . . "
"What eventually happened?"
"Looking back, what would you do differently now, if anything?"
"Compare this to what others have done."
"What did your supervisor say / do?"
"What was the outcome?"
"What was the situation?"
"Why did you do that?"
"How did others see it?"
"What kind of feedback did you get?"
"Is this typical for you?"
"Can you think of another example of this?"
"What did you learn?"
"What did everyone else do?"
"What else can you remember about that situation?"
"Give me more detail about what you did, please."
"What exactly did you say?"
"I'd like to hear more."
"How did that make you feel?"
"What was the financial impact?"

j) Questioning techniques to avoid

If you watched the presidential debates, you may have come to the conclusion that answering questions is optional. If you don't want to provide an answer, simply insert your own topic and carry on.

When you're at work and your client or boss asks a question, however, it's not always smart to change the subject and promote your own agenda. Questions need to be addressed.

The right strategy to do that without sounding like a politician, says Stan Steinreich, president and CEO of Steinreich Communications, a New York City-based public relations firm that specializes in crisis management, "is not to dodge, but rather to satisfy the questioner."

From politely declining, to giving information you are willing to share, here are nine ways to address a question you don't want to answer.

1. MAKE SURE YOU UNDERSTAND THE QUESTION

People are not always exact or clear about their language, and it's easy to assume what you think they're asking, says Jay Sullivan, author of Simply Said: Communicating Better At Work And Beyond.

"The first thing to do is clarify the question," he says. "You don't want to dance around an answer and then have the person say, 'No, that's not what I'm asking. I'm asking something different or simpler.' Make sure you're getting the question right," Sullivan advises.

Steinreich says this strategy mimics what most of us learned in grade school about inserting portions of the question in our answers, but adds a caution. “This strategy is treacherous when you are asked a negative question,” he says, “One of the most important things to remember is to never repeat the negative language of a question.”

2. TAKE TIME TO RESPOND
If you’re asked a difficult question, give yourself a few minutes to determine how you want to respond, says Sullivan. “Take thinking time,” he says. “You’ll notice that when the presidential candidates don’t answer the question they’ll repeat or rephrase the question as a lead in. If they do it well, the stall gives an opportunity to think of ways to reposition the information.”

3. ANSWER PART OF THE QUESTION
If you don’t want to answer the entire question, find a part that you can address, says Sullivan.

“You can say, ‘I appreciate that this is of interest, right now. Let’s focus on this part,’” he says. “Briefly answering part of the question may be enough to assuage and satisfy them.”

4. POSTPONE YOUR ANSWER
Another technique is to claim you do not have sufficient information to responsibly or intelligently provide an answer. Buy yourself some time by saying, “That is an important question and I want to make sure I give you the best and most complete answer I can. I will need to get back to you in (time frame),” says Nick Kalm, founder and president of Reputation Partners, a Chicago-based strategic communications firm.

“By the time you circle back to the questioner, you can pick and choose the aspects of their question that you want to address,” he says.

5. TURN AROUND THE PRONOUNS
There are three ways to communicate, explains Sullivan: talk about yourself, talk about your content, or talk about the audience. “Almost everybody talks about themselves or the content, but that’s not how you connect with people,” he says.

The difference between giving a good answer and a better answer could simply be your use of pronouns, says Sullivan. “Focus on other people,” he says. “You can say, ‘It’s interesting that you think that,’ for example. ‘Why is this question of interest to you?’ Changing ‘I’ to ‘you’ can take the focus off of you.”

6. DIVERT THE QUESTION
You can also resolve the situation by diverting to a different topic, says Eldonna Lewis-Fernandez, author of Think Like a Negotiator: 50 Ways to Create Win-Win Results by Understanding the Pitfalls to Avoid. “Say, ‘What I think you really want to know is…and this is how we are handling that,’” she says.

Kalm says this technique is called “bridging.” “While this is most useful in media interviews, it can be used in almost any setting,” he says. “Bridging involves acknowledging, not ignoring, the question with a phrase such as ‘That’s an interesting question, but I’d like to point out…’ or ‘That’s not quite right. The fact is …’ and then moving on to one of your key messages.”

7. GIVE THE ASKER SOME CONTROL
Tough questions tend to be emotional because the person is frustrated or anxious, often when something takes too long or costs too much.

“Give the other person control over the conversation,” Sullivan advises. “You can say, ‘I understand you’re frustrated. Would it be helpful if I shared some information about that?’” he suggests. “This gives the person control over the conversation, and he or she will automatically calm down.”

8. WATCH YOUR TONE
You can also refuse to answer the question, but be sure to be polite. “Say, ‘I appreciate that this is of interest but we don’t feel sharing the information is appropriate, especially at this time. But I’d be glad to answer other questions if you have them,’” says Sullivan. “Appreciate the interest but draw lines.”

It can be tempting to answer difficult questions with only a “yes” or a “no,” but it’s important to supplement them with a key message instead, says Kalm.

9. AND WATCH YOUR BODY LANGUAGE
The way you hold your body is as important as your tone, says Sullivan. Maintain eye contact, and hold yourself in a neutral position. “The second you do anything makes you seem defensive, such as crossing your arms or avoiding eye contact, it puts the other person on edge,” he says. “They think, ‘Now I’ve got them.’” As Sullivan points out, “Neutral body language sends the message, ‘I want to answer this question,’ and that alone can help the situation.”

k) Encourage applicant to talk

1. Respond to your candidates
“Hello? Is anybody out there?”

If a candidate has taken the time to apply to an ad you’ve posted on a job board, then you should give them the courtesy of some kind of response – yes … even an automatic response is sufficient.

But just don’t keep them waiting in antici … pation!

Here are a few quick suggestions: You might want to include a ‘disclaimer’ at the end of every job ad that says something along the lines of “only applicants meeting the strict criteria outlined above will be contacted as part of the short listing process”.

That way if the candidate doesn’t hear back from you they understand that in this particular instance no news unfortunately doesn’t mean good news. Set up an auto-response advising candidates of how long the short listing process might take.

At least this helps alleviate the feeling of them being kept in limbo. One of the most common pieces of candidate feedback is that they never hear back from the recruiter even though they followed all the necessary steps in the application process.

2. Take time to prepare before interviewing a candidate
Don’t wait for the call telling you that your candidate is waiting for you in reception before quickly printing the résume and grabbing it off the printer on your way to meet the candidate. It really isn’t a good look if you start flicking through the résume in front of them making it very apparent that no preparation has taken place.

I remember sitting in on one of my own consultant’s candidate interviews many years ago. I was quite shocked when two minutes into the interview the candidate pointed out that the recruiter wasn’t even looking at her CV. It was a bit embarrassing for all parties.

Here’s a hint: If you are booking a candidate in to meet with you at 3:00pm, block your calendar from 2:45pm, allowing you sufficient time to print the (correct) resume, and to sufficiently familiarize yourself with the candidate’s work history and background.

This is also the perfect opportunity to prepare four or five key interview questions before you walk into the interview room. Oh … and whilst this might sound pretty obvious in terms of preparation, ensure that your interview rooms are tidy and presentable. No half finished glasses of water from a few hours earlier; no notes from previous interviews; and no Mentos wrappers scattered across the table!

3. Never keep a candidate waiting
Never. It's unacceptable.

No matter how qualified or experienced a candidate is, a job interview can still be a daunting situation. So as a recruiter it's important that you make the candidate feel comfortable and relaxed.

Do not keep them waiting. Assuming they are on time, then meet with them immediately. There's no need to pretend you're more important than they are, or that you're any busier than they are.

Making them wait in your reception or in a meeting room is like a dentist keeping a patient waiting unsure of how painful the next 45 minutes will be.

One more thing on this topic: If for whatever reason you do keep your candidate waiting, please offer them a glass of water. Then when you eventually meet with them please avoid the all too clichéd (not to mention overused) "So did you get here OK?".

Unless they look like they fell off the ferry or have been caught in a tornado, then just assume that they had no problems finding your office. Everyone has google maps!

4. Spend at least 30 minutes with every candidate
Whilst there are some recruiters who still choose to operate under the philosophy of "get 'em in … get 'em out", this is one instance where common courtesy should prevail.

In order to avoid being tarnished as just another 'churn and burn' or 'bums on seats' recruiter, you should try to spend at least 30 minutes with every candidate. Trust me, your first reaction about whether your candidate is right for your client's role could well be wrong … as I learned when I interviewed Serge back in 2003.

When our receptionist called to tell me that Serge had arrived and was waiting for me in one of our meeting rooms, I could tell that she was trying her best not to laugh. When I walked into the interview room, I was greeted by a very large gentleman wearing a bright fluorescent green short-sleeved shirt, a Charlie Chaplin like bowler hat, and a bow tie that illuminated red flashing lights every few seconds. It was a hot day and Serge was perspiring … a lot.

What made the situation even more awkward was when I gestured to Serge to take a seat, I noticed that he wasn't able to physically fit into our tub chairs, so I quickly moved the meeting to a different meeting room where we had a small sofa.

If I'd ever been inclined to "go on gut feeling", this would have been the moment. I was sitting opposite a combination of Hagrid from Harry Potter and Krusty the Clown. To be honest many recruiters would have wrapped the interview up pretty quickly, perhaps even writing Serge off as totally unsuitable.

Instead I pretty much grilled Serge for 30 minutes on his past work experiences and I have to admit his answers were fantastic. He was more than capable of fulfilling the responsibilities required by my client.

In preparing him to meet with my client, I completely refined his wardrobe and suggested he arrive in their lobby at least half an hour before the interview to cool off. I then briefed the client and suggested that they too book in a meeting room with sofas.

Serge was successful at interview and was offered the job on the spot. Over the next 18 months he needed to grow his team and briefed me exclusively on at least 10 positions … all of which I ended up filling. Nice!

5. Don't ask your candidate stupid questions
If you're lucky enough to have a great candidate sitting in front of you, you need to ensure you make the most of the situation … and not waste either party's time. This can be achieved by collecting, confirming and clarifying as much information as possible through thorough questioning.

A friend shared a story with me the other day. He'd recently applied for a sales role in the tech sector and apparently the recruiter had asked him just three questions:

"In your own words, could you please explain the internet?"
"If our company was a sports star, who would we be?"
"What Ben & Jerry's ice-cream flavour can you relate to most and why?"
Ineffective. Pointless. Futile.

Whilst the answers to these questions may be interesting, in no way do they help you accurately assess a candidate's past behavior, core competencies or ability to in fact do the job in question.

Gone are the days of just asking about strengths and weaknesses. And hypothetical questions are a thing of the past. The only way to determine how your candidate will perform in your client's role, is to ask questions around how they performed a similar task in the past.

6. Listen twice as much as you speak
Another common reason for a candidate to lose faith in a recruiter is if they felt the recruiter just talked to / at them as opposed to asking them any meaningful or relevant questions.

In other words the recruiter just went into sales overdrive and talked about themselves or their client's opportunity for the entire interview. Remember that you have two ears and one mouth for a reason.

This means that you should listen twice as much as you talk. Never oversell the role.

Ensure your candidate feels comfortable but also don't spend an hour just chatting to them either. You want to make the right hire so make sure you run a professional and effective interview.

7. Provide prompt interview feedback
Sure it's nice to call a candidate, tell them how impressed you were with them at interview and to arrange a time for them to meet with your client or to arrange a second interview with the hiring manager.

And we all know how good it feels to call a candidate and to verbally offer them a job. It's not so nice to have to call a candidate, thank them for their time, but let them down gently and tell them that they have been unsuccessful.

But this is still something you must do if nothing else to maintain a professional reputation in the market. Please don't just send a standard email (or text message!) letting them know your decision to not include them as part of the shortlist.

Or to let them know that your client has decided not to take them to the next stage. They more than likely took time off work to come to meet with you, probably did the best they could at interview, so please have the decency to call them and let them down over the phone personally.

Please don’t let days (or weeks) go by without providing your candidate with feedback.

Some candidates might think that “no news is good news”, while others might think that “silence can only mean one thing”. Don’t keep candidates in a state of uncertainty.

Provide them with feedback – whether positive or constructive – regardless of the outcome of their interview. They will be grateful either way and more importantly they will respect your level of professionalism.

Remember, a satisfied candidate might tell a friend about their positive experience. But a disgruntled candidate will tell at least 10 friends how appalled they were with their interview experience. And there’s no stopping the damage they could bring to your (and your company’s) reputation when they begin their social media tirade.

l) Providing talk
Structuring Your Talking Points

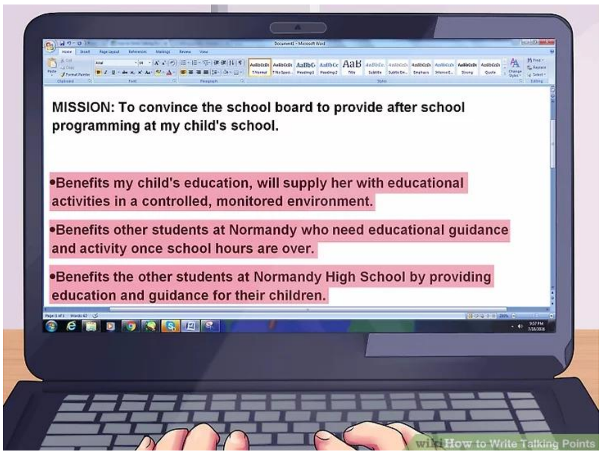
Identify your mission or message.

Consider why you are speaking to your audience and identify the purpose of your speech or interview. Is your main mission to convince a committee to support your policy or a change to an existing policy? Is your main message to tell an audience of students about your experiences in a foreign country? Are you trying to present a specific issue or problem at your child’s school to the PTA board? Are you giving an interview to a local newspaper about a local issue or to promote a product? Focusing on the main purpose of your talk will then help you create the rest of your talking points.

You can develop your message by thinking about emotion, or what you want your audience to feel, contrast or how your message is different than the message of others, connection, or why your audience should care about what you are saying, and credibility, or why your audience should believe what you say.[2]

For example, maybe the main message of your talk is to argue for the creation of after school programs at your child's school. You may then identify the mission of your speech as: "The mission of my speech is to convince the school board to provide after school programming at my child's school."

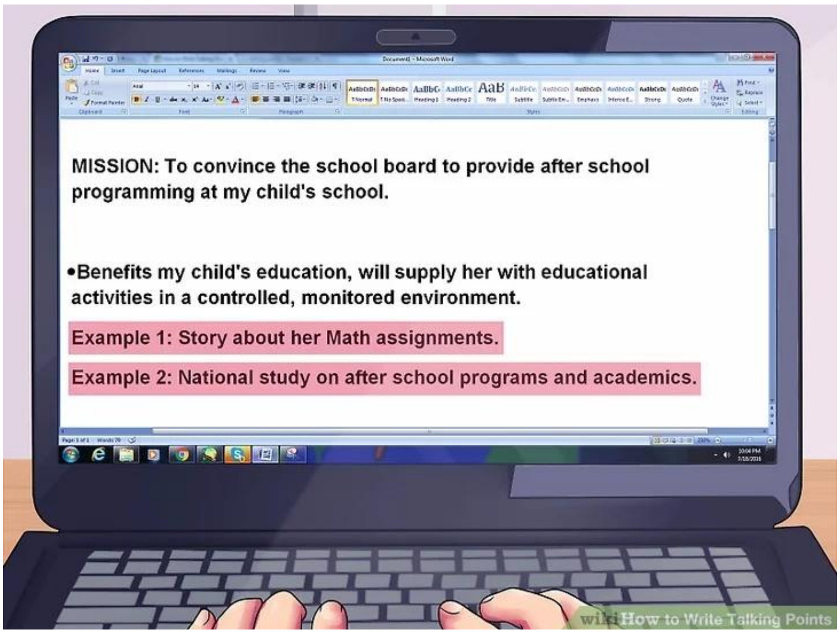
If the main message of your interview is to discuss the latest product released by your company, you may write out the mission as: "The mission of my interview is to promote the 2016 release of the lightweight hover board by my company, Hover, Inc."



Outline two to three talking points.
Once you have identified your main message, you can then create two to three main talking points to support your main message. You will then use these main points to develop supporting arguments or examples to ensure your main message is well supported. Focus on talking points that will help you prove your main message or expand further on your main message.

Your talking points should be clear, short, and to the point. Think of your talking points as your elevator pitch, made up of keywords or short sentences.

For example, if the main message of your talk is to argue for after school programs at your child's school, they may be structured as follows:
- Benefits my child's education, will supply her with educational activities in a controlled, monitored environment.
- Benefits other students at Normandy who need educational guidance and activity once school hours are over.
- Benefits the other parents of students at Normandy High School by providing education and guidance for their children.

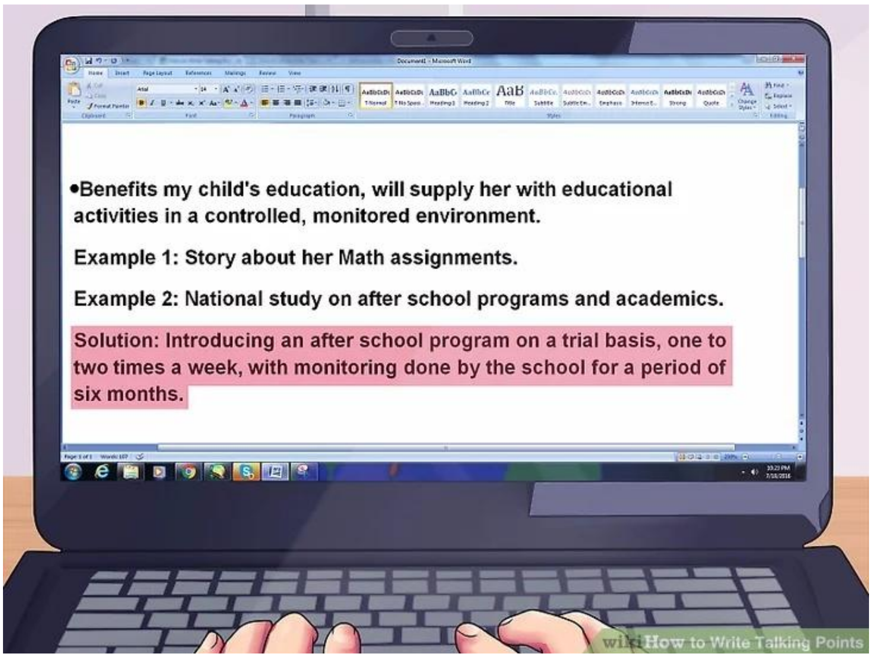


Provide specific examples to support your talking points.
You should use examples that are personal and impactful, with the strongest examples listed first. Your examples may be personal stories of success that illustrate the importance of your talk or data that show how useful and effective the main points of your talk will be for your audience.

Though it may be tempting to make a long list of examples, try to focus on one to two examples that best illustrate your main point or mission. Most speeches are the most effective when they are short and to the point, especially if you are arguing for a particular position or stance on an issue.

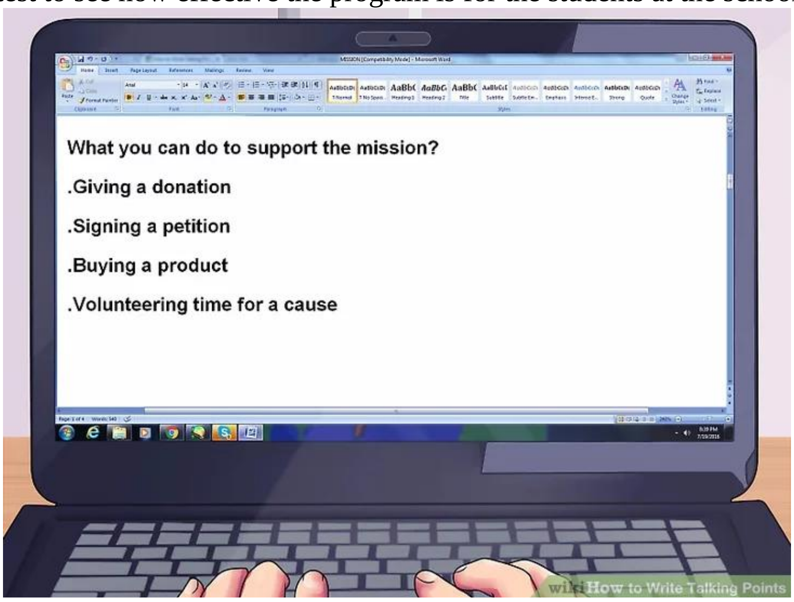
For example, if you are arguing for after school programs at your child's school, you may tell a short story about how your child struggles with her math assignments and is looking for tutoring that could be provided through the after school program. You may also use data from a national study on after school programs that show how well students in after school programs do in their academics and in their community as a result of these programs.

Your talking point may look like this:
Talking point: Benefits your child's education, gives her support in a controlled, monitored environment.
Example 1: Story about her math assignments.
Example 2: National study on after school programs and academics.



Emphasize a win-win solution. Let your audience know why they should care about your talk by providing possible solutions or ways to enact your suggestions. Your talk should not only identify a main message or problem; it should also give your audience several ways to solve or address the main message or problem. Ideally, your talk should present a solution that feels like a win for you, as the speaker, and a win for the audience, your listeners.

For example, if you are creating possible options or solutions for your argument for more after school programs at your child’s school, you may give one option: introducing an after school program on a trial basis, one to two times a week, with monitoring done by the school for a period of six months. This can act as a test to see how effective the program is for the students at the school.



UNIT-III PRE-EMPLOOYMENT TESTING

a) Pre-employment Testing

Pre-employment tests are used to screen job applicants and can include testing of cognitive abilities, knowledge, work skills, physical and motor abilities, personality, emotional intelligence, language proficiency, and even integrity. Drug testing can also be utilized as part of the pre-employment process.

What are pre-employment tests?

Pre-employment tests are used to screen job applicants and can include testing of cognitive abilities, knowledge, work skills, physical and motor abilities, personality, emotional intelligence, language proficiency, and even integrity. Drug testing can also be utilized as part of the pre-employment process. Companies use testing to find the candidates most likely to succeed in the open positions and to screen out those who are unqualified.

Why are they used?

By helping companies identify the candidates most likely to perform well on the job, pre-employment testing can lead to additional company benefits, such as saving time and cost in the selection process, decreasing turnover, and even improving morale. According to a survey by the American Management Association, "Almost 90 percent of firms that test job applicants say they will not hire job seekers when pre-employment testing finds them to be deficient in basic skills" (Greenberg, 1996, p. 24).

What are the key issues in using pre-employment tests?

While there can be dramatic benefits gained from using testing in the employee selection process, there are potential issues companies need to understand prior to implementing any tests. The first issue is validity; whether or not the test measures the specific criterion it is supposed to measure and can predict future job performance or success. An employer should be able to demonstrate that those who do well on the test do well in performing the job and those who score poorly on the test perform poorly on the job. For example, if an employer can demonstrate that a typing test and skills tests using Microsoft Office software products constitute a fair sample of the content of an administrative assistant job, then the tests will probably be considered content valid.

b) Testing advantages and disadvantages

Advantages of Test:

(i) Proper Assessment:

Tests provide a basis for finding out the suitability of candidates for various jobs

The mental capability, aptitude, liking and interests of the candidates enable the selectors to find out whether a person is suitable for the job for which he is a candidate.

(ii) Objective Assessment:

Tests provide better objective criteria than any other method. Subjectivity of every type is almost eliminated.

(iii) Uniform Basis:

Tests provide a uniform basis for comparing the performance of applicants. Same tests are given to the candidates and their score will enable selectors to see their performance.

(iv) Selection of Better Persons:
The aptitude, temperament and adjustability of candidates are determined with the help of tests. This enables their placement on the jobs where they will be most suitable. It will also improve their efficiency and job satisfaction.

(v) Labour Turnover Reduced:
Proper selection of persons will also reduce labour turnover. If suitable persons are not selected, they may leave their job sooner or later. Tests are helpful in finding out the suitability of persons for the jobs. Interest tests will help in knowing the liking of applicants for different jobs. When a person gets a job according to his temperament and interest he would not leave it.

Disadvantages of Tests:
The Tests Suffer From The Following Disadvantages:

(i) Unreliable:
The inferences drawn from the tests may not be correct in certain cases. The skill and ability of a candidate may not be properly judged with the help of tests.

(ii) Wrong Use:
The tests may not be properly used by the employees. Those persons who are conducting these tests may be biased towards certain persons. This will falsify the results of tests. Tests may also give unreliable results if used by incompetent persons.

(iii) Fear of Exposure:
Some persons may not submit to the tests for fear of exposure. They may be competent but may not like to be assessed through the tests. The enterprise may be deprived of the services of such personnel who are not willing to appear for the tests but are otherwise suitable for the concern.

Advantages of employment tests
- Screen more in less time so probability of getting better resource in less time increases.
- Reduced administrative time spent screening candidates
- Reduction in time spent with candidates who are not hired (This includes time spent reviewing resumes, coordinating and conducting interviews, and holding recruitment conversations.)
- Reduction in average cost of recruiting time ($) (Estimate of the hourly cost of recruiters and hiring managers who spend time with unqualified candidates.)
- Improve interview to hiring ratio.
- ROI Provided by Avoiding Catastrophic Hires
- ROI Provided by Reducing Turnover

Dis-advantages of employment tests
- If you are not a brand, experienced candidate may be reluctant to appear for test, behavioral problem.
- Follow up to the candidates to take the tests.
- You need to spend some money initially to save more money, time, efforts and hassles.

c) Test validation, testing categories

Functional testing types include:
- Unit testing
- Integration testing
- System testing
- Sanity testing

- Smoke testing
- Interface testing
- Regression testing
- Beta/Acceptance testing

Non-functional testing types include:

- Performance Testing
- Load testing
- Stress testing
- Volume testing
- Security testing
- Compatibility testing
- Install testing
- Recovery testing
- Reliability testing
- Usability testing
- Compliance testing
- Localization testing

d) Computer based testing

MOTIVATION

One of the weaknesses of United Way fund raising was the unavailability of donors' names. The use of payroll deduction as a primary method for raising money eliminated the need for gathering names of donors. If donors work for a corporation and contribute through payroll deduction, their names are not known to the United Way. To communicate more effectively, United Way began to collect the names of donors.

STRATEGY

In the administrative area of the business, the employees had from 22 to 36 years of experience. Computers were something they did not want to hear about, and they began to find numerous reasons why the old paper system would work. They felt extremely threatened. It was important to get them to explain how and why the current system was used, what was needed, and what they were not getting. The first thing that came to their mind was that they were to be replaced once this information was put on the computer. Yet these people knew the most about the system, the flow of paperwork, and what results were needed. They had to open up so that a functional system could be designed.

THE SYSTEM

The human resource system was designed by seven students at Carnegie Mellon University under the direction of Sarah Kiesler at a total cost of $5,700. A successful system for desktop publishing was already being used. Students built on this system to keep the standardization that had developed, even though it may change in a few years, and to create a more low-key, nonthreatening situation. They were dubious about the system's capabilities but worked with the staff to develop a system with a Tandy 3000 personal computer, a word processing program, a relational data base, and other software.

Saving Time

One of the main advantages of having a computer substitute a human being is the fact that computers are much faster at performing commands than humans. They aren't able to come up with their own commands or improvise, but if you give them an understandable task, no matter how complex it is, they will be able to put it into action infinitely faster than a human ever could.

Flexibility of Employee

Another important benefit that one receives from opting out for an automated training software solution is the fact that it gives both you and your employees a lot of flexibility when it comes to performing the training itself. There's absolutely no need to schedule the training, as the training can be done at the convenience of the employee. Whether that means that it will be done at four in the morning or four in the afternoon is completely irrelevant to a computer, which means that your employees will be able to complete the training more easily, with greater efficiency, and you'll be able to evaluate the results of the training at your own leisure as well.

e) Background check policy

Human Resources will order the background check upon receipt of the signed release form, and either internal HR staff or an employment screening service will conduct the checks. ... Background check information will be maintained in a file separate from employees' personnel files for a minimum of five years.

Background checks will include:

Social Security Verification: validates the applicant's Social Security number, date of birth and former addresses.

- **Prior Employment Verification**: confirms applicant's employment with the listed companies, including dates of employment, position held and additional information available pertaining to performance rating, reason for departure and eligibility for rehire. This verification will be run on the past two employers or the previous five years, whichever comes first.
- **Personal and Professional References:** calls will be placed to individuals listed as references by the applicant.
- **Educational Verification**: confirms the applicant's claimed educational institution, including the years attended and the degree/diploma received.
- Criminal History: includes review of criminal convictions and probation. The following factors will be considered for applicants with a criminal history:
  - The nature of the crime and its relationship to the position.
  - The time since the conviction.
  - The number (if more than one) of convictions.
  - Whether hiring, transferring or promoting the applicant would pose an unreasonable risk to the business, its employees or its customers and vendors.

The following additional background searches will be required if applicable to the position:

- Motor Vehicle Records: provides a report on an individual's driving history in the state requested. This search will be run when driving is an essential requirement of the position.
- Credit History: confirms candidate's credit history. This search will be run for positions that involve management of [Company Name] funds and/or handling of cash or credit cards.

f) Reference check

When HRM reported on a study by recruitment data company Xref that found that a significant amount of recruitment managers consider reference checking in its current format "a formality which serves little purpose", readers responded with vigour. Here, we reflect on the debate and look at the legalities involved.

General Instructions

- Introduce yourself to the reference and why you are phoning.
- Describe the general requirements of the position
- Report any flags to Chair of search and HR, if needed

Tips for Checking References

- Check references after you have interviewed the candidate. Checking references before the interview can create false expectations and affect your ability to evaluate the applicant's qualifications objectively. This includes University references.
- Advise the candidate that you will be checking references and ask permission to talk with the current supervisor.
- Ask the candidate for other references (other supervisors, co-workers, customers, etc.). Make sure to allow each candidate to provide you with the same number of references.
- Develop a set of job-related questions to be used on all reference checks. As with interview questions, target your questions to the competencies needed in the job.
- Use a written or electronic questionnaire form so that you can record notes next to the questions and to document the reference check. See Reference Check template (DOCX file).

g) Guidelines for releasing and obtaining Information.

The Department of Human Resources (HR) is providing these guidelines to assist you and your Department during the recruitment process. Your adherence to these guidelines will ensure that the University of Nebraska Lincoln's (UNL) recruitment procedures are being applied uniformly. It also ensures that UNL is in compliance with federal and state laws and regulations. Along with these guidelines, also refer to the Office/Service Recruitment Checklist to assist you with this process.

PeopleAdmin is software used by UNL for recruitment, hiring and creation of job descriptions and requisitions. Please contact Human Resources to set up a login account in PeopleAdmin.

The hiring department is responsible for ensuring adequate funding and approval prior to the recruitment process.

The following are steps for the recruitment and hiring of Office/Service employees:

1. An approved job description must be in place before a requisition is prepared to fill a position. Create or update the job description electronically through the PeopleAdmin system. Access to the electronic job description is through the same website as the electronic HR Requisition – https://employment.unl.edu/hr. Assistance in preparation of a job description is available by contacting a member of Human Resources staff (402-472-3101) or sending an e-mail to hrclasscomp@unl.edu.

2. The unit should submit a requisition for the position through the PeopleAdmin recruitment system at https://employment.unl.edu/hr.

3. A position may be posted for recruitment in one of three ways:

External – open to everyone, both University and non-University applicants.

- University employees only – with approval of the Office of Institutional Equity and Compliance, the position would be open to all University employees, including those from University of Nebraska at Omaha, the University of Nebraska at Kearney, the University of Nebraska Medical Center, and Central Administration.

- Department Only – with approval of the Office of Institutional Equity and Compliance, a search may be limited to those within the department who are current regular part-time or full time employees hired through the regular UNL competitive search process (not a temporary employee).

Positions are normally posted external at UNL, a public institution. On some occasions, upon prior approval from the Office of Institutional Equity and Compliance, a department may request another form of posting.

4. A minimum of five working days is required for all posted office/service positions. Exceptions must be approved by Human Resources. Office/Service positions do not require any advertising but if newspaper advertisements are needed to secure qualified applicants, Human Resources is responsible for placement of advertisements. The hiring unit is responsible for the expense. Please Note: newspapers will bill your department directly for advertisements.

5. All applicants, both internal and external, will be instructed to apply on the web site at https://employment.unl.edu/. The Employment Office in Room 407 of the Canfield Administration Building has computers available for applicants to use and will assist applicants with the process if necessary.

6. Human Resources staff will screen applications to the top qualified applicants and forward them to the hiring manager via PeopleAdmin after the review date; no less than three and no more than ten applicants are normally referred to the hiring unit. The hiring unit is required to interview all referred applicants. If the hiring unit does not find a suitable candidate after interviewing all referred applicants, the hiring unit may request in writing that additional candidates be referred. The request should include reasons why the candidates referred initially were not acceptable. Please Note: Hiring units must obtain approval from the Office of Institutional Equity and Compliance before administering any skill, knowledge, ability tests during the hiring process.

7. Anyone involved in recruiting, screening and/or interviewing must have attended the Search Process Seminar provided by the Office of Institutional Equity and Compliance within the past three years. For additional interviewing help, an Interview Guide is available for hiring managers which includes competency based interview questions.

8. The hiring unit may request that the position be re-posted and if needed, advertised in the newspaper if a suitable candidate is not found.

9. An office/service employee is eligible to apply for a transfer to another department after completing six months of satisfactory service in the present position. An employee with less than six months of service is eligible to apply for promotion and/or transfer within the same department.

10. Former employees who were dismissed from UNL are ineligible for rehire; former employees whose performance is documented as below satisfactory may be ineligible for rehire. Internal applicants whose performance is documented as less than satisfactory and those who are under corrective action are ineligible for transfer. Questions about eligibility policy should be directed to Human Resources (402-472-3101). Conducting reference checks with supervisors of current and former UNL employees is strongly recommended.

UNIT-IV ABILITY TESTS

Definition: Ability Tests
An ability test is a test to check an individual's ability to perform a certain kind of job. It usually tests the individual for certain skills or whether he is capable of acquiring those skills in the course of the job or through training.

Ability tests are also called aptitude tests and are generally standardized. These tests can be used to test variety of skills – mental aptitude, problem solving, knowledge of a particular subject, reasoning ability, general intelligence and so on.

These are conducted by the Human Resource function of a company to find the suitability of a candidate for a given job role. These can be quantitative, psychological, verbal or may take other forms as well.

Definition: Cognitive Ability Testing
Cognitive ability testing is a common selection method used to test the knowledge & capabilities of a person. The process is done through a Cognitive ability test (CogAT or CAT) which is characterized to measure the level of aptitude that determines a person's ability to learn. Cognitive ability tests include measures of verbal, mathematical, memory & reasoning abilities.

Importance of Cognitive Ability Testing
Cognitive ability testing is one of the most effective predictor of job performance across job types. Though it is a widely agreed and followed technique some controversy also looms regarding the use of this method. In some companies, this test is used as the sole basis to hire a person. This paves way for discrimination as there are certain low scoring ethnic groups. It is one of the ways to understand and evaluate the people through a cognitive test. These are important in business during employee recruitment or even appraisal.

Cognitive Ability Test Advantages & Disadvantages
Advantages of Cognitive Ability Test

1. Verbal reasoning sections and numerical tests sections have shown large validity for numerous numbers of jobs
2. As the job complexity increases, so does the validity
3. When many applicants are to be tested, in that case it can be administered in group settings
4. Scoring of the tests can be completed by computer scanning equipment
5. Lower cost than personality tests
6. Highly reliable

Disadvantages of Cognitive Ability Test
1. Often, non-minorities score one standard deviation higher than minorities thus leading to adverse impact depending on how the scores are used in the selection process
2. Ability differences between male and female differences (e.g., knowledge of mathematics) may negatively impact the scores of female applicants

b) Effects of practice and coaching,

Coaching

Coaching is providing feedback, usually to executives, senior managers, and managers, about how to reach their personal best in their organizational leadership role. In their capacity as coach, the Human Resources professional will do everything from active listening through providing test results that highlight a manager's strengths and weaknesses.

While a business coach usually works with high potential managers, the HR coach may work with every manager and supervisor at every level in the organization. This is what makes the Human Resources coaching role so challenging.

The Traditional HR Coaching Role

The traditional Human Resources coaching role focused on helping managers address issues and opportunities organizationally. Additionally, talented HR professionals have always provided feedback to managers about the impact of their personal and behavioral style on others.

The HR coach is asking an organizational leader to reflect on how she handled a particular situation. The HR coach asks hard questions and provides advice about actions that may have been more effective than the course of action the manager chose. People have different reactions to feedback, and even the most carefully chosen words can create an unexpected negative reaction.

The Coaching Role

In the coaching role, which HR professionals are urged to pursue, the HR person partners with the manager and focuses specifically on his development. Few internal HR people are working in this new coaching arena. Organizations have most frequently hired external coaches and consultants.

Skills and Knowledge of an HR Coach

One of the most important factors the internal HR person brings to the coaching role is her knowledge of the organization and the impact of the manager on that environment. This is one of the reasons HR coaches fail to attract internal clients for these new relationships.

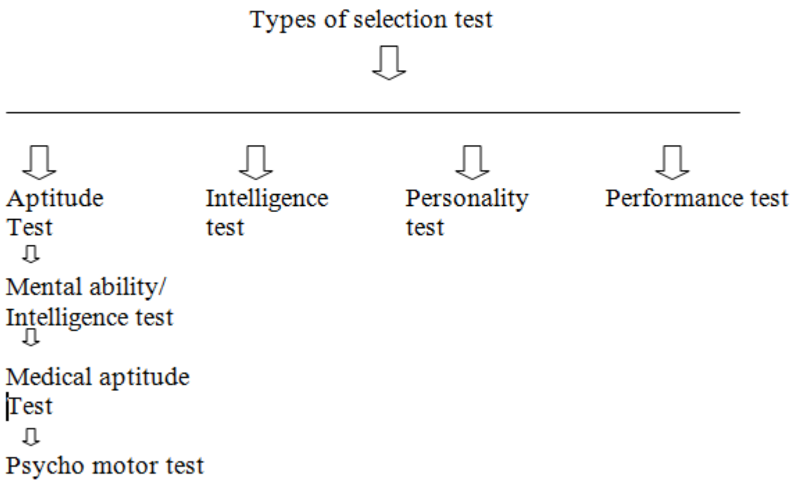
Beyond the issue of complete confidentiality, the coaching assistance she is providing to the executive must contribute more than organizational feedback to help the executive further develop his potential.

The HR Coaching Role Extends Beyond Coaching Individual Managers

As a larger organizational issue, the HR manager can serve as a resource to coordinate and unify the process of coaching. She can monitor the expenditure of resources, check out the credentials of external coaches and assist with the measurement and determination of coaching results.

c) Mechanical ability test

Applicant tests are business tools meant to measure specific aspects or qualities of applicants' skills, knowledge, experience, intellect, personality or psychological makeup. As a Human Recources professional, you should figure out what you want to find out about a candidate and then choose the appropriate test.



Proficiency tests
What do they do? Measure how skillful an applicant is at a particular task (word processing, for example) or how knowledgeable he is in a particular field.

Why would you use them? Proficiency tests measure skills that applicants need for successful job performance. These are useful if a baseline of a particular skill (usually trade related) is essential.

How reliable are they?Generally quite good. This sort of testing has a good track record of validity in the business and industrial world.

Aptitude and ability tests
What do they do? Measure an applicant's capability to learn and perform a particular job and her capability to learn job-related skills or tasks. These tests fall into the following three basic categories:

Mental abilities: Often called cognitive tests, these measure intelligence, verbal reasoning, perceptual speed, and so on. A classic example is the SAT, taken each year by college hopefuls.

Mechanical abilities: These tests gauge ability to recognize and visualize a mechanical relationship. For instance, applicants may be asked to distinguish between pulley and lever systems.

Psychomotor abilities: These test an individual's skill and/or ability to make certain body movements or use certain senses.

Why would you use them? Aptitude and ability tests show a readiness to learn or perform a certain task. Whether you use them alone or in batteries of tests, they help many organizations, including governments, select the most likely applicants for specific jobs.

How reliable are they? Generally excellent to adequate so long as they don't violate antidiscrimination laws. (Again, you need to make sure that hiring decisions based on the results of such tests [or any tests] do not work to the disadvantage of groups covered by EEO legislation.)

Physical ability
Definition: An individual's health and physical condition or ability to perform certain tasks.

d) Personality Measurement Test,

What is an Employee Personality Test?

A personality test is a selection process employed to measure the personality characteristics of applicants that are related to future job performance. A personality test typically measures: emotional stability, conscientiousness, openness to experience, agreeableness, and extroversion.

Advantages and Disadvantages of Employee Personality Tests

While weeding out applicants and streamlining the recruitment process are the obvious advantages of employee personality tests, other disadvantages include too.

Advantages of Personality Tests

- Reveal more information about applicants' interests and abilities
- Identity personality traits that may be needed for certain job roles
- Access how well an applicant will fit into the company culture

Disadvantages of Personality Tests

- Lack of diversity if the selected applicants have the same traits
- Take more time than applicants are willing to invest
- Administering one can be expensive, especially if the talent pool is large
- Applicants can lie the test, providing answers they think will secure them the job

Types of Personality Tests

Personal Attribute Inventory: This personality test consists of 50 positive and 50 negative adjectives from Gough's Adjective Check List. The applicant is asked to select 30 which are most descriptive of the person/group in question. Personal Attribute Inventory is instrumental in assessing attitudes towards others as well as oneself.

Personality Adjective Checklist: This personality test is a 153-item self-report and rating mature of Theodore Millon's eight basic personality styles. The eight personality styles are: confident, introversive, cooperative, forceful, inhibited, sociable, sensitive, and respectful. Personality Adjective Checklist is instrumental in assessing qualified professional for a job. The results are computer-generated and provide interpretive statements based on empirical data. This test is highly probabilistic in nature and cannot be used as a definite measurement of one's future at the company.

Cross-Cultural Adaptability Inventory: This employee personality test is most effective when used as a part of the employee training program. It can also be used as a team-building tool for diverse work groups, or as a counseling tool for people in the middle of cross-cultural adjustment. Cross-Cultural Adaptability Inventory has a self-scoring six-point rating scale which is essential as a training tool designed to provide feedback about an employee's potential for cross-cultural effectiveness. The inventory covers 50 items, distributed among 4 subscales: personal autonomy, emotional resilience, perceptual acuity, and openness.

California Psychological Inventory: This multipurpose test is designed to assess the personality characteristics important in everyday life. It can be used in various settings, including business, schools and colleges, counselling agencies and clinics.

Tips on How to Conduct Personality Tests

Experts agree that while personality tests can be a useful part of the hiring process, it's just a part of the process. Employee personality tests should be used in conjunction with a number of other supplemental psychometric assessment and thorough pre-employment verification.

Below are some recommendations to get the most out of employee personality tests.

Select Traits & Skills Carefully

An employer that selects applicants with high-degree of ‘assertiveness,’ ‘self-confidence’ and ‘independence’ may end up excluding a lot of female talent without would result in less gender diversity at the workplace.

Select Employee Personality Tests Carefully

Any employee personality test should be analyzed for its adverse impact as well as reliability.

Do Not Use Employee Personality Tests Exclusively

Personality tests should not be the sole medium for hiring talent. Instead, employers must use it in conjunction with the hiring process. That said, applicants shouldn’t be selected solely on the basis of personality tests alone.

e) Personality Assessment- Performance tests

Human resources managers or departments may perform assessments to predict the future performance of employees. Certain assessments are particularly helpful when an individual is being considered as a candidate for an open position at a small business. Assessments may tell the company if the potential employee is capable of fulfilling the job and if she has the appropriate skill sets. Other assessments focus on the personality of potential and current employees and their motivation to get the job done.

Cognitive and Personality Assessment

The human resources manager or department of a small business may conduct cognitive tests to assess both knowledge and intelligence before extending a job offer to a candidate. The results of the tests may give employers a head's up about whether or not the candidate has the intellectual capacity for the job. Test results may also show whether the individual's personality traits match up with the job requirements. For example, an extremely introverted person may not be the best fit for a job that requires extensive client contact. The personality assessment may identify an individual's strengths, as well as his potentially detrimental characteristics, in terms of the position.

Motivational Assessment

To make sure a potential employee will fit in with the organization, a human resources manager may conduct a motivational inventory and an organizational assessment. The motivational inventory assesses what the individual wants, although motivation may shift over time. The idea is to find people whose motivational is in alignment with the goals of the organization. When this fit occurs, employees tend to achieve a high level of performance. Test results may also be used for career counseling when openings are available.

Evaluation According to Performance Standards

Clear job descriptions with specific performance expectations for each job help companies assess an employee's performance. The human resources manager may be responsible for developing job descriptions and performance standards that are expressed in such terms as outcomes, quality, cost and quantity. Employees may then be subject to routine reviews by department heads or managers.

Organizational Assessment

Organizational assessments take a look at areas of the company to find out what works and what doesn't. These assessments are made to find out about the context in which individual employees do their jobs. Human resources looks at such things as organizational structure, workflow, outcomes and client satisfaction. The test results are used to find opportunities to enhance commitment and engagement on the part of the employee.

f) Use of performance test,

Definition: Performance Simulation Test

A performance simulation test is used by organizations as a way of evaluating candidates for a job position. The basic premise of performance simulation test is to observe the candidate perform the actual job in a controlled environment.

Work samples are used where the job is monotonous and routine. These jobs are well defined and can be matched with the performance output of the candidate. Work sample technique is used to hire skilled labor such as electricians, welders, machine workers and so on.

Read Next

- Performance Based Pay
- Performance Prism
- Performance Categories Baldrige
- Performance Counseling
- Performance Bonus

Work samples are used where the job is monotonous and routine. These jobs are well defined and can be matched with the performance output of the candidate. Work sample technique is used to hire skilled labor such as electricians, welders, machine workers and so on.

Assessment centers however are used to evaluate candidates for a managerial position. Potential candidates are put through a series of jobs and challenges that they could face while being observed a trained psychologist and/or line managers. Candidates are put through various exercises such as interviews, group discussions or business games each involving decision making situations.

An advantage of using simulation testing is that candidates are more engaged in the task and enjoy challenging themselves to solve the challenges put forth. Candidates are put through the actual work and hence if they themselves feel they are not suitable for the position they can back out saving time and money. Furthermore research has also proven that assessment centers have been able to quite accurately predict the managerial potential of the candidate.

One of the drawbacks however is that it is more difficult to administer than a written exam or other objective testing methods. There can be no right or wrong in decision making and hence the judgment is left to the observers' discretion.

Hence, this concludes the definition of Performance Simulation Test along with its overview.

g) Assessment Center-Integrity TestingDrug testing,

In the assessment center approach, candidates are generally assessed with a wide variety of instruments and procedures. These could include interviews, ability and personality measures, and range of standardized management activities and problem-solving exercises. Typical of these activities and exercises are in-basket tests, leaderless group discussions, and role-play exercises.

Assessment centers are most widely used for managerial and high level positions to assessmanagerial potential, promoteability, problem-solving skills, and decision-making skills.

- In-basket tests ask the candidates to sort through a manager's "in-basket" of letters, memos, directives, and reports describing problems and scenarios. Candidates are asked to examine them, prioritize them, and respond appropriately with memos, action plans, and problem solving strategies. Trained assessors then evaluate the candidates' responses.

- Leaderless group discussions are group exercises in which a group of candidates is asked to respond to various kinds of problems and scenarios, without a designated group leader. Candidates are evaluated on their behavior in the group discussions. This might include their teamwork skills, their interaction with others, or their leadership skills.

- In role-play exercises, candidates are asked to pretend that they already have the job and must interact with another employee to solve a problem. The other employee is usually a trained assessor. The exercise may involve providing a solution to a problem that the employee presents, or suggesting some course of action regarding a hypothetical situation. Candidates are evaluated on the behavior displayed, solutions provided, or advice given.

Assessors must be appropriately trained. Their skills and experience are essential to the quality ofthe evaluations they provide. Assessment centers apply the whole-person approach to personnel assessment. They can be very good predictors of job performance and behavior when the tests andprocedures making up the assessment center are constructed and used appropriately.

It can be costly to set up an assessment center. Large companies may have their own assessmentcenters; mid-size and smaller firms sometimes send candidates to private consulting firms forevaluation.

h) Graphology

Graphology as a Personnel Selection Method. ... Graphologists assert that they are able to identify a person's personality traits and mental status from their handwriting. For example, if a person writes with a forward slant, that means he has an outgoing personality.

Graphology as a Personnel Selection Method

Can a person's handwriting reveal their aptitude for a job based on their personality? Many handwriting experts known as 'graphologists' claim that you can. This practice may be costing people their jobs.

Graphology differs from forensic handwriting analysis, which is used in investigations to authenticate historical documents, or in court settings, such as determining if a signature has been forged.

Graphologists assert that they are able to identify a person's personality traits and mental status from their handwriting. For example, if a person writes with a forward slant, that means he has an outgoing personality. A backward slant reveals a person to be shy and reserved. Therefore, graphology can be an effective means of figuring out a person's behavior, and that is why it's being used more and more in the recruitment process, interviews, and career planning.

In the late 1990s, a lot of American organizations and company used graphology for their hiring process, motivation and personnel testing, a method that they have continued to use. In 1988, The Wall Street Journal published that in Western Europe, around 80% of the fastest growing companies used handwriting analysis as part of their HR procedures, hiring full-time graphology experts.

A bad hire can have a negative impact and high monetary cost, so HR departments, recruiters, and managers are constantly looking for new ways to get some insight into what the candidate will be like and how they will fit into the company before they are hired. Cover letters, resumes, and interviews are helpful screening tools, but they are not always capable of revealing the candidate's real personality. This is where graphology comes into play, as stated by industry leader Margaret White, who says that "when graphology is used correctly, it gives a good indication of the personality structure, growth and development abilities of the candidate".

Principles of Graphology

In simple terms, graphology is the study of handwriting and its uses as a tool for evaluating job performance and personality. Its practitioners measure a person's handwriting components, which include the amount of pressure used when writing, the slanting angles and degrees and the spacing between the letters and words. Graphology believes that a person's handwriting traits betray personality aspects, and they use this to achieve insight into a person's motivations and behaviors.

The Science behind Graphology

The concept is built on the following premise: handwriting analysis works, as handwriting is essentially the brain writing. The writing instrument such as a pen or pencil is merely a tool, which is directed through the arms movement, impulsed by the cerebral cortex. The message is delivered via the nervous system to your arm and hand muscles, which motivate the pen to write.

When analyzing a sampling of handwriting, graphologists take some assertions into consideration, including:

- The person's ego is always active when they are writing, although the level of activity can change, depending on the level of effort the writer is excerpting.
- The muscular movements involved in writing, which controlled by the central nervous system can be altered by the dynamical systems principles.
- A person's writing can be modified, if they experience a change in their central nervous system, be it transient or long-term.
- A person's emotions and muscle stiffness affect their handwriting.

Here is the list of characteristics explained with the use of graphology-

1. DYNAMISM:

Those individuals Whose hand writing have Rightward Slant, Long, Sweeping And Heavy T-Bars Are Very Dynamic.

2. ANALYTICAL ABILITY:

In The People Who Have V Formations In M's And N's, And Medium Size Writing are good at numbers and outscore others with their observations.

3. RESILIENCE:

it is the sigh of resilience When an Individual Has a dominance of Upwards Slope Formations, Sweeping T- Bars And Light Pressure in his hand writing

4. PRECISION:

People Who Have Retraced Lower P Loops Have Precision Trait.

5. ENTHUSIASM:

Enthusiasm Trait Includes Rightward Slant And Long, Sweeping T Bars.6. PATIENCE:

The Person Who Is Patient Has Self Control I.E., Umbrella Like T Bars, Tapering M’s And N’s, Clear Wide E’s And Long Finals Of Lower Loops.

7. METHODICAL THINKER:
Persons Having Round M’s And N’s and clear writing in their hand writing are considered To be methodical thinkers.

8. ORGANISATIONAL ABILITY:
Handwriting with Balanced And Well -Formed Loops Of Letter F Comprise Good Organizational Ability.

9. DETERMINATION:
Long, straight Downstrokes of the Letters Like, G, Y, P.in someone’s hand writing signifies determination

10. INITIATIVE:
People Having Breakaway Finals in Their Writing Are likely To Have Initiative Taking Ability.

UNIT-V RECRUITMENT AND SELECTION PRACTICES ABROAD

Recruitment and Selection Practices Abroad - Case Studies

An International Commitment

Despite uncertainty about the future of immigration laws in the United States, 7 in 10 U.S. companies consider foreign workers very or extremely important to their talent strategies—an increase from 63 percent a year earlier—according to the results of a 2017 Harris Poll of human resource professionals and hiring managers.

More than half of the respondents expected their head count of foreign nationals to increase in 2018, according to the results of the survey, which was conducted on behalf of global immigration services firm Envoy. More than 20 percent are "proactively seeking foreign national employees," and nearly 90 percent are investing in immigration-related perks such as relocation expenses and housing, and dependent visas and green cards, the survey results found.

Top reasons cited for thinking globally in recruiting include the valuable new perspective that foreign workers bring, the need to fill skills gaps, and overseas employees' knowledge of industries or business practices outside the United States.

"For any company, it's imperative that you have a global recruiting strategy because at the end of the day, it's about bringing the best talent to your doors," says Aimee Meher-Homji, vice president of talent acquisition, North America, for Sodexo, a French food service and facilities management corporation with 427,000 employees in 80 countries. Based in Washington, D.C., she oversees a 100-person recruitment team dispersed across the country.

Ten Steps to a Global Human Resources Strategy

The scarcity of qualified managers has become a major constraint on the speed with which multinational companies can expand their international sales. The growth of the knowledge-based society, along with the pressures of opening up emerging markets, has led cutting-edge global companies to recognize now more than ever that human resources and intellectual capital are as significant as financial assets in building sustainable competitive advantage. To follow their lead, chief executives in other multinational companies will have to bridge the yawning chasm between their companies' human resources rhetoric and reality. H.R. must now be given a prominent seat in the boardroom.

Good H.R. management in a multinational company comes down to getting the right people in the right jobs in the right places at the right times and at the right cost. These international managers must then be meshed into a cohesive network in which they quickly identify and leverage good ideas worldwide.

Such an integrated network depends on executive continuity. This in turn requires career management to insure that internal qualified executives are readily available when vacancies occur around the world and that good managers do not jump ship because they have not been recognized.

Very few companies come close to achieving this. Most multinational companies do not have the leadership capital they need to perform effectively in all their markets around the world. One reason is the lack of managerial mobility. Neither companies nor individuals have come to terms with the role that managerial mobility now has to play in marrying business strategy with H.R. strategy and in insuring that careers are developed for both profitability and employability.

Ethnocentricity is another reason. In most multinationals, H.R. development policies have tended to concentrate on nationals of the headquarters country. Only the brightest local stars were given the career management skills and overseas assignments necessary to develop an international mindset.

The chief executives of many United States-based multinational companies lack confidence in the ability of their H.R. functions to screen, review and develop candidates for the most important posts across the globe. This is not surprising: H.R. directors rarely have extensive overseas experience and their managers often lack business knowledge. Also, most H.R. directors do not have adequate information about the brightest candidates coming through the ranks of the overseas subsidiaries. "H.R. managers also frequently lack a true commitment to the value of the multinational company experience," notes Brian Brooks, group director of human resources for the global advertising company WPP Group Plc.

The consequent lack of world-wise multicultural managerial talent is now biting into companies' bottom lines through high staff turnover, high training costs, stagnant market shares, failed joint ventures and mergers and the high opportunity costs that inevitably follow bad management selections around the globe.

Companies new to the global scene quickly discover that finding savvy, trustworthy managers for their overseas markets is one of their biggest challenges. This holds true for companies across the technology spectrum, from software manufacturers to textile companies that have to manage a global supply chain. The pressure is on these newly globalizing companies to cut the trial-and-error time in building a cadre of global managers in order to shorten the leads of their larger, established competitors, but they are stymied as to how to do it.

The solution for multinationals is to find a way to emulate companies that have decades of experience in recruiting, training and retaining good employees across the globe. Many of these multinational companies are European, but not all. Both Unilever and the International Business Machines Corporation, for example, leverage their worldwide H.R. function as a source of competitive advantage.

Anglo-Dutch Unilever has long set a high priority on human resources. H.R. has a seat on the board's executive committee and an organization that focuses on developing in-house talent and hot-housing future leaders in all markets. The result is that 95 percent of Unilever's top 300 managers are fully homegrown. Internationalization is bred into its managers through job content as well as overseas assignments. Since 1989, Unilever has redefined 75 percent of its managerial posts as "international" and doubled its number of managers assigned abroad, its expatriates, or "expats."

I.B.M., with 80 years' experience in overseas markets, reversed its H.R. policy in 1995 to deal with the new global gestalt and a new business strategy. Instead of cutting jobs abroad to reduce costs, I.B.M. is now focusing on its customers' needs and increasing overseas assignments. "We are a growing service business -- our people are what our customers are buying from us," explained Eileen Major, director of international mobility at I.B.M.

When managers sign on with these companies, they know from the start that overseas assignments are part of the deal if they wish to climb high on the corporate ladder. These multinational companies manage their H.R. talent through international databases that, within hours, can provide a choice of Grade-A in-house candidates for any assignment. Even allowing for company size, few United States-based multinationals come close to matching the bench strength of a Unilever or Nestlé. The Japanese multinationals are even farther behind.

This article outlines a global H.R. action agenda based on the approaches used by leading multinational companies. The goal is to build sustainable competitive advantage by attracting and developing the best managerial talent in each of your company's markets.

The strategy demands global H.R. leadership with standard systems but local adaptation. The key underlying ideas are to satisfy your company's global human resources needs via feeder mechanisms at regional, national and local levels, and to leverage your current assets to the fullest extent by actively engaging people in developing their own careers.

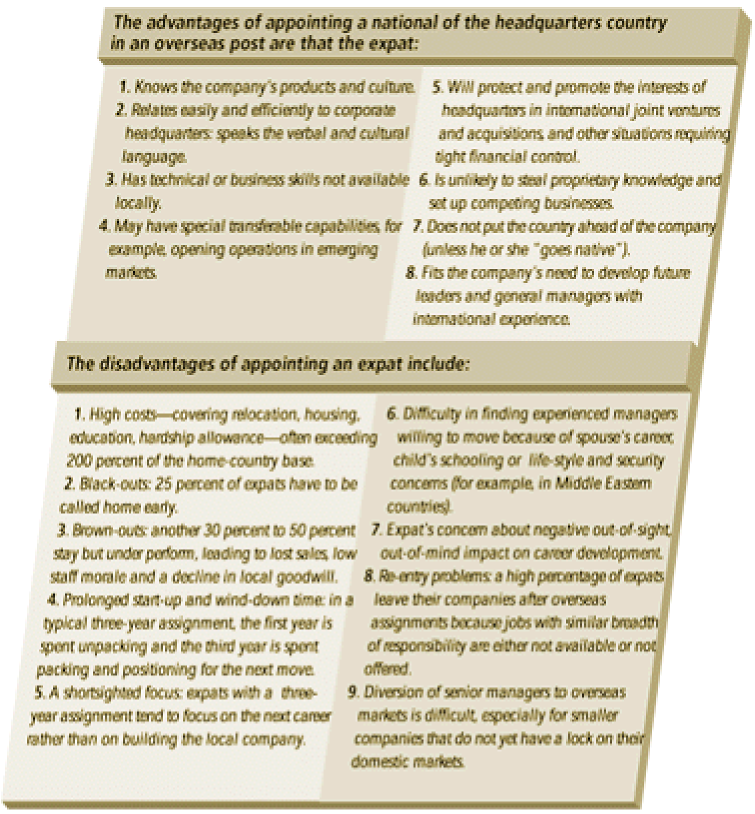
Implementing these ideas can be broken down into 10 steps. By taking these steps, a company should be able to put into place an effective global human resources program within three to four years.

1. Break all the "local national" glass ceilings

The first, and perhaps most fundamental, step toward building a global H.R. program is to end all favoritism toward managers who are nationals of the country in which the company is based. Companies tend to consider nationals of their headquarters country as potential expatriates and to regard everyone else as "local nationals." But in today's global markets, such "us-versus-them" distinctions can put companies at a clear disadvantage, and there are strong reasons to discard them:

- Ethnocentric companies tend to be xenophobic -- they put the most confidence in nationals of their headquarters country. This is why more nationals get the juicy assignments, climb the ranks and wind up sitting on the board -- and why the company ends up with a skewed perception of the world. Relatively few multinational companies have more than token representation on their boards. A.B.B. is one company that recognizes the danger and now considers it a priority to move more executives from emerging countries in eastern Europe and Asia into the higher levels of the company.
- Big distinctions can be found between expatriate and local national pay, benefits and bonuses, and these differences send loud signals to the brightest local nationals to learn as much as they can and move on.
- Less effort is put into recruiting top-notch young people in overseas markets than in the headquarters country. This leaves fast-growing developing markets with shallow bench strength.
- Insufficient attention and budget are devoted to assessing, training and developing the careers of valuable local nationals already on the company payroll.

EXHIBIT I: THE PROS AND CONS OF USING EXPATRIATES



The advantages of appointing a national of the headquarters country in an overseas post are that the expat:

1. Knows the company's products and culture.
2. Relates easily and efficiently to corporate headquarters: speaks the verbal and cultural language.
3. Has technical or business skills not available locally.
4. May have special transferable capabilities, for example, opening operations in emerging markets.
5. Will protect and promote the interests of headquarters in international joint ventures and acquisitions, and other situations requiring tight financial control.
6. Is unlikely to steal proprietary knowledge and set up competing businesses.
7. Does not put the country ahead of the company (unless he or she "goes native").
8. Fits the company's need to develop future leaders and general managers with international experience.

The disadvantages of appointing an expat include:

1. High costs—covering relocation, housing, education, hardship allowance—often exceeding 200 percent of the home-country base.
2. Black-outs: 25 percent of expats have to be called home early.
3. Brown-outs: another 30 percent to 50 percent stay but under perform, leading to lost sales, low staff morale and a decline in local goodwill.
4. Prolonged start-up and wind-down time: in a typical three-year assignment, the first year is spent unpacking and the third year is spent packing and positioning for the next move.
5. A shortsighted focus: expats with a three-year assignment tend to focus on the next career rather than on building the local company.
6. Difficulty in finding experienced managers willing to move because of spouse's career, child's schooling or life-style and security concerns (for example, in Middle Eastern countries).
7. Expat's concern about negative out-of-sight, out-of-mind impact on career development.
8. Re-entry problems: a high percentage of expats leave their companies after overseas assignments because jobs with similar breadth of responsibility are either not available or not offered.
9. Diversion of senior managers to overseas markets is difficult, especially for smaller companies that do not yet have a lock on their domestic markets.