

RECRUITMENT & SELECTION PLANNING

* *Tariq Syed, Asst. Manager - HR, Radisson Resort & Spa, Alibaug, India.*

INTRODUCTION

Research can be defined as the process of searching for knowledge, with a clear vision, to establish novel facts, usually using a scientific method.

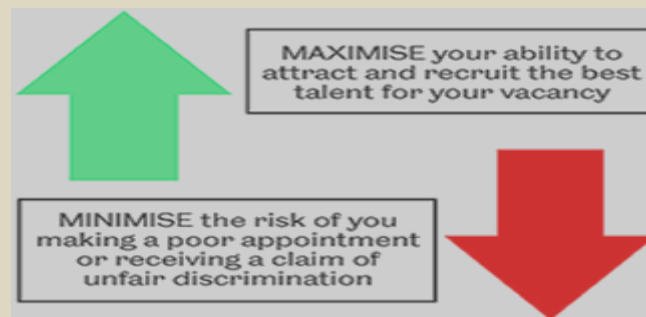
PURPOSE OF INDUSTRIAL RESEARCH:

Industry research is a vital tool for the improvement in services. Industry research is required to be carried out in order to increase sale of goods, services or products. Research pertaining to any industry encompasses the various means by which a company can enhance sales and retain the consumers. Industry research comprises of data related to growth, size, demarcations in the market and various other aspects.

DIMENSIONS OF MANAGEMENT RESEARCH IN INDIA:

Management research has been steadily gaining increased prominence as a 'field of study' in management institutions across India. This could be due to more and more 'career avenues' emerging not only in the steadily increasing management institutions but also in the ever-growing corporate sector characterized by the entry of growing number of TNCs both in the manufacturing and service sectors, year by year, in the country. Today management research students in India identify and pursue research in diverse issues covering not just the four functional areas of finance, human resources, marketing, production and systems, and economics but allied as well as emerging areas such as energy and environment, intellectual property and policy issues.

Recruitment & Selection Planning Process: Every step in your recruitment and selection action should:

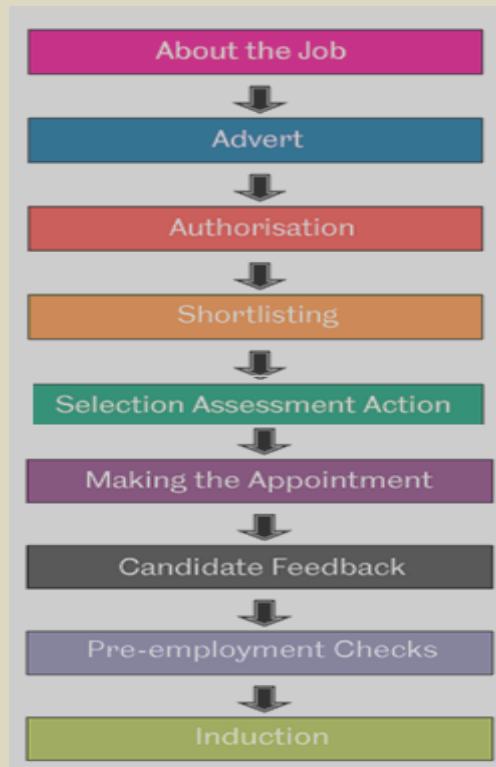


To achieve this:

- Take a planned and proactive approach to recruitment and selection
- Consider the Maximize Opportunity / Minimize Risk principle every time you make a decision
- Invest time and effort into the process
- Use a range of selection techniques to assess candidates fairly and thoroughly
- Value all applicants and treat them with respect at every stage in the process

Recruitment and Selection Action Plan

Recruitment & Selection Step-by-step Guidance



The Role of the About the Job

The About the Job is an important document in the recruitment and selection of staff and their ongoing employment relationship with the University. An effective About the Job:

- Provides applicants with essential information about the job which they can use to self select in or out of the application process.
- An accurate job description and person specification are essential to help attract quality applications and reduce the number of irrelevant applications.
- provides you with a robust basis on which to plan a thorough effective assessment action
- Provides evidence of fair and transparent recruitment and selection process founded on solid, job-based criteria, not unfair discrimination.
- helps facilitate the e-Recruitment process and minimize turnaround times
- Gives both the recruiting manager and the appointee a clear starting point to work from at induction and future development reviews.

Without an **Effective Job Document in Place** at the initial stage of your recruitment and selection planning, you will increase the risk of:

- Delaying the initial authorization process and slowing down e-Recruitment turnaround times as incorrect documentation cannot be actioned
- Receiving irrelevant applications due to an inaccurate job description/person specification, thereby wasting applicants' time and increasing your time commitment to considering potentially a large number of low quality applications
- Making a poor quality appointment as candidates must be assessed on areas relevant to the post in question, not a "cut and paste" of a previous post which has different needs

- Vulnerability to a legal challenge of discrimination if you do not have a clear audit trail on the key requirements of a job and how these will be assessed within a robust, planned selection process.

About the Job - Essential Action Checklist

- Always download the current version of the About the Job Template and Guidance Notes for Recruiting Departments for use for every job. See link on the right for more information.
- Consider each job afresh – use previous About the Jobs to generate ideas, not as automatic cut and paste content.
- Be confident that the job description provides a clear and illustrative picture of the role as the About the Job will be used as part of future employment action.
- Ensure that the person specification is accurate and fair and can be used to measure candidates against effectively via different methods of selection.
- Have all content in the correct format in place prior to entering the e-Recruitment system.

Further information

- Step-by-step guidance on creating the About the Job document is available within the Guidance Notes for Recruiting Departments
- General queries and advice from your customary Human Resources contact and from your Recruitment & Selection Network contact within your department. See contact list link on the right.

Advert

As part of our ongoing commitment to equal opportunities, and to reaching the most appropriate pool of talent possible for every post, we routinely advertise our posts at the University of Sheffield. The advert plays a major role in attracting the attention of potential applicants and motivating them to find out more information about the post via the About the Job.

Additional advertising

If you wish to advertise beyond these websites, e.g. in print media or other websites, please note this in the Job Requisition Note field, giving details of the publication or website you have in mind.

Other Advertising Sources

As well as websites, newspapers and journals, the following sources can be used to publicize an advert:

- Mail shots to other universities/relevant organizations or careers services.
- Emails to relevant discussion groups or previous high-caliber applicants.
- Advertisements in conference papers/exhibition packs for events where suitable applicants are likely to attend.

Adverts - Essential Action Checklist

- Complete the Advert Template using the Advert Template Guidance Notes for Recruiting Departments.

- If you wish to pursue external advertising, note the details within the Job Requisition Note field.
- Consider all suggested redeployed fully for the post before moving on to advertise more widely
- Liaise with your customary HR contact for all advertising action - refer any contact from external organizations directly to them
- Build in sufficient time in your recruitment and selection action planning to accommodate editing action for all adverts, especially external adverts which will require mock-ups etc.

Authorisation

Full and appropriate authorization must be in place before any vacancy can be advertised by the Department of Human Resources.

Shortlisting

Following the closing date for the post, you will be able to access all applications within e-Recruitment and begin short listing for the next level of selection action. The most effective way to ensure that you are confidently selecting the best candidates from this pool is to plan in advance in the following areas:

SHORTLISTING

CRITERIA

LONG-LASTING

INTERVIEW

DECISION-MAKING

E-RECRUITMENT

Shortlisting – Essential Action Checklist

- Planning, clarity and objectivity are essential for effective shortlisting
- Set clear criteria for shortlisting which links back to the Person Specification within the advertised About the Job
- Identify a relevant, diverse panel, which must have continuity of membership with the full interview/selection panel
- If you include a longlisting stage, be clear on methods to be used and purpose of this stage in the process. Provide candidates with clear guidance on which stage in the proceedings they are being invited to participate in and when they will be informed of the outcome
- Be aware of the influence of personal prejudices in the decision-making process and the need to focus on the professional not the personal.

Selection Assessment Action

Having identified your shortlist of candidates, the next step is to plan a balanced and thorough selection process. A focused and structured approach to selection assessment will enhance your opportunity to identify the best candidate for your post and reduce the risk of unfair discrimination.

Plan a range of selection action

Consider how to assess candidates and use the results effectively

When creating your range of assessments, make sure that you have established in advance a clear process for:

- Assessing the quality of the candidates' efforts. Where possible a 'norm' and model answer should be pre-prepared to facilitate comparison and assessment of ability/knowledge/skill.
- Recording the outcomes/results. Consider whether you will score the results numerically or use grading schemes such as "met/partly met/did not meet".
- Reporting the results to the interview/selection panel. This will allow the outcomes of all the selection action to contribute to an overall picture of performance for use in the decision-making process.

Taking a fair approach to assessment action

Further guidance

Guidance on planning various forms of assessment is provided in the links to the right. Use these to plan your selection action and create a fair and robust selection process. The key areas of selection action are:

- Eligibility to Work – it is a legal requirement that we must have confirmed that all new appointees are eligible to work in the UK BEFORE they start work.
- Interviews
- Presentations
- Other forms of Assessment
- References

Selection Action – Essentials Action Checklist

- Invest time and effort in creating and planning a balanced and thorough selection process
- Clarify how and when you will test for each criteria within the selection action process
- Devise a combination of tests and interview questions that are directly relevant to the vacancy
- All forms of assessment must directly measure candidates' abilities against the criteria within the Person Specification of the About the Job. Ensure your range of tests combine to measure all key criteria.
- Review all elements of all assessment action at planning stage to ensure that it is relevant, reasonable for the grade and does not discriminate against candidates on unfair grounds.
- Provide invited candidates with full details of the planned interview and assessment tests planned and ask them to confirm if they require any additional adjustments or assistance to help facilitate this.
- The results/outcomes of the tests should be fairly assessed, recorded appropriately and included within the overall decision-making process for the post.
- All shortlisted candidates must be given the opportunity to participate in all assessments being undertaken for the role to ensure that they have received fair and equitable treatment.
- When considering candidates' performances remain measured and objective and be aware of the influence personal prejudice may have on your decision-making.

Interviews

Interviewing is a key tool in recruitment and selection and should be combined with other forms of selection assessment to create a robust selection process. The interview is a two-way, interactive process. It allows the employer the opportunity to find out more about the individual in person, and assess her/him in relation to the job criteria and the interviewee the opportunity to find out more about the job and the organization as a whole.

Preparation and planning are essential for successful interviewing. Work through the following steps for all interviews:

PART 1: ADVANCE PREPARATION

PART 2: ACTION ON THE DAY

PART 3: DECISION MAKING

Interviewing – Essentials Action Checklist

- All interview and selection action should be objective, challenging and rigorous, to ensure that you have identified the best person for the post from your shortlist.
- Advanced planning and preparation is key to a successful process.
- Use the interview as part of the selection action plan, supported by a range of relevant assessment tests to ensure thorough assessment
- Build an effective question grid which addresses the needs of the post and supplementary questions specific to each applicant
- Treat all candidates equally and with respect.
- First impressions are powerful, do not base decisions on instant judgements
- Listen closely to candidates answers and probe further when needed
- At decision-making stage consider the outcomes of all forms of the selection action, not just the interview.
- Candidates should be rated against the agreed and specified criteria of the post and not against each other.

CONCLUSION

The Management Research plays a very important role in industries, applied that the research should be done in a correct manner keeping in mind the industrial type. The research should cover all the major Challenges, Threats and Opportunities of the company, thereby increasing the feasibility of the study. If a company conducts the research, it can reduce the uncertainty and risks of the company. Countries concern also plays a major role for encouraging the research activities. The output of research works in a GIGO (gold in gold out or garbage in garbage out) manner that is if the input given to the research is gold i.e. quality input than the output from the research would be true and useful which can solve the real world problem

REFERENCE:

- Gary Dessler, "HRM," Seventh Edition, Prentice – Hall of India P.Ltd.Pearson
- PL Rao, Comprehensive HRM, Adithya Publications, New Delhi