

HIRING AND RECRUITMENT 24.09.20

→ **THE CONTEXT OF HIRING.** → *we must know everything about the labour market (→ about the structure of the economic sector) and must know what we can do or not as a Selector in order to not discriminate/ not treat unfairly people.*

The labour market structure: Since the '70s of the last century the labour market started changing:

- A. Strong growth in women's participation → Women participation rate affected by the level of education (women with high level of education increase the rate) → *education is a key point that affected the women participation rate*
- B. General growth of people with high level of education
- C. Growing flexibility
- D. Tertiarization → service sector

Challenges for a selector

- Be aware of gender issues (and other) → no prejudice/no discrimination
- Competences in terms of education → how is changing education
- Be competent in what is changing in the labour market
- Terziarization → many jobs in the service sector

Female employment rate → graph → in '90 Spain was in the terziarization so in the service sector, where the women employment was extremely high.

- Culture
- Possibility to do a career

Type of occupation → *Companies ask for a certain "level" of professionalism based on high/medium/low professional level of the occupation (skilled or not (high or low skilled position)*

- *Selectors must know if there are specific markets for positions across countries.*

Temporary workers → *to hire someone with this kind of contract you need to know all the legislation regarding this aspect.*

Type of services:

- Personal services: health, education, commerce, tourism, etc.
- Business services: low skills services (cleaning and some call centres) and high skills services (consultancies in general comprising hiring and recruiting agencies). They are more and more spread in the post-Fordist economies:
 - Externalisation of companies' divisions
 - Specialisation in strategic fields (as hiring and recruiting)

Hiring and recruiting profession (1) → During the Fordist period, companies did not need a complex hiring process and some qualified personnel to manage employee:

- They were composed by few managers and a majority of not qualified workers
- The personnel division was more engaged in bureaucracy (i.e. payrolls) and Industrial Relations issues (i.e. negotiating with trade unions). People working in that division were named "Personnel Managers"

Hiring and recruiting profession (2) → With the Fordist Crisis (the end of '70s) companies reorganized the production and the composition of jobs changed:

1. Technological and organisational innovations
 2. Supply of qualified workers (growing level of education)
- Companies started having more and more the need of qualified workers fitting with their organisational contexts
 - As a consequences, the personnel divisions started being empowered with specialists in hiring and recruiting and people working in that position started being named "Human Resource Managers" (and consequently the development of Strategic HR management, as we will see)
 - However, part of the companies' reorganisation was the externalisation of some tasks

Hiring and recruiting profession (3) → Currently we can observe the presence of two kind of hiring and recruiting figures:

- Within companies, in the HR areas
 - Within specific consultancy agencies
- On average the first hiring and recruiting professionals are employed in big companies
 - While consultancy agencies are often requested by medium-small companies (but also big companies often require their services)

Hiring and recruiting profession (4) →

- How to become a "selector"?
- There is not a specific training track. More and more universities are providing HR degrees, but currently the majority of hiring and recruiting professionals have degrees in the humanities and social sciences fields (psychology, philosophy, sociology, etc.)
- In any case, the hiring and recruiting profession is mainly trained on-the-job

CHANGING PERSPECTIVES 25.09.20 → *It is basically a new perspective of HRM, and we cannot consider the professional selection without considering the story of it. This new approach especially on the hiring and recruitment profession was a shift from commodity/command to invest in labour in terms of human resources.*

The selection process started being relevant when a new approach of personnel management took place:

- From *commodity/command and control systems of management to investment in labour* (i.e. human resource) competitive strategies
- According to Boxall, Purcell and Wright (2007) in the *Handbook of Human resource management* HRM is now composed by:

Selector profession started exactly with a new approach of management in terms of HR. HR → started becoming a competitive issue and the reorganization of companies started adding in the human resources management division many practices and policies that are related to recruitment and selection, but also the development of competencies/training etc are also related to the HRM.

→ *becoming strategic*

Micro HRM: it covers the subfunctions of HR policy and practice and consists of two main categories: one with managing individuals and small groups (e.g., recruitment, selection, training and development and remuneration) and the other with managing work organization and employee voice systems (including union-management relations).

Strategic HRM: it covers the overall HR strategies adopted by business units and companies and tries to measure their impacts on performance. Within this domain both design and execution issues are examined.

→ *selecting people, it is something related to the whole organization, a strategic action to add people in the company in a strategic way.*

It is not just a matter of “selecting people”. Selecting people is something related to the organization. The whole organization is made by people → adding personnel in a strategic way → tenor of people.

A “talent” should stay so long as possible in your company, if it does not fit you are wasting resources.

N.B: there are two main field in which selectors are working: HRM division or consultancy agency.

- SHRM has its early inceptions in Human Resource Planning (at the end of '70)

DEFINITION OF STRATEGIC HRM

• Strategic human resource management (SHRM) focuses on lining up internally human resource management (HRM) practices to build employees' knowledge, skills, and abilities to support competitive strategies and achieve business objectives. → *we need to consider in the hiring process the knowledge, skills, abilities and attitudes not only stop at the first step but go on because the process is long and we have to consider also the future not only the present (→ the moment in which you are selecting someone).*

- SHRM is gaining increasing importance because strategic management, in a knowledge-based economy, emphasizes that **employees are a primary component** for attaining a competitive advantage.
- In this environment, the adoption of appropriate HRM practices is important to ensure effective strategy implementation
- It is a completely different approach to organizations: bureaucratic management versus HR management → selection process is not something related to the beginning of the process but should consider the future and the general organization.

SHRM: HR professionals and employees (1)

- Focus on competences and capabilities, which means alignment of technical knowledge with organisational culture and goals
- Thus, relevance of Human capital and organisational social capital

When you are a selector and you want to act in a strategic way, you need to consider two main issues:

1. *Human capital*
2. *Organizational/Social capital.*

SHRM: HR professionals and employees (2)

- **Human Capital:** *general capital considering the educational credential but also experiences in the labour market. Is not only related to technical knowledge but can be a signal of other characteristics related to personal characteristics and abilities.*
- human capital corresponds to any stock of knowledge or characteristics the worker has (either innate or acquired) that contributes to his or her "productivity".
- Spence (1973) "**signaling theory**": there are some observable measures of human capital (level of education) that can be signals not only of knowledge but also of personal characteristics and abilities. → *signal of other characteristics.*

Examples of «signals»

- Having a PhD (highest level of education all over the world)
- Final marks
- Number of years to get a degree
- Subject of study (i.e. which discipline)
- In which institutions you got the title

SHRM: HR professionals and employees (3) → Social capital

- Personal networks
- Organisational social capital: basically, the ability of having social relations within companies.

SHRM in hiring and recruitment

- Human capital and social capital are the basis of all hiring and recruitment strategies.
- The most important **goal in the selection process** is to detect the “**PERSON-ENVIRONMENT FIT**”:

- PE fit in a work setting is concerned with creating congruence between an employee’s values, skills, knowledge, and behavior and his/her work context. This congruence benefits both the employer and the employee.
- The employer benefits are likely to include higher levels of productivity, morale, organizational commitment, and employee retention. The employee benefits are largely associated with favorable working attitudes and lower levels of work stress related.

Types of PE-Fit

- **Person-Job fit** is the oldest and most widely discussed form of PE fit in the HRM literature and relates to matching employees’ skills, knowledge, and abilities, to performing specific job-related tasks in the working environment. → *if you want to enter and organization your abilities must fit with the request of the organization. (ex: Fordism ??)*
- **Person-group fit** involves employees sharing similar attributes among their group members, but also providing the skills and abilities that are not widely shared by other group members. PG fit addresses PE fit on a group level of analysis and is designed to enhance group performance in situations where organizations use teams extensively. → *something related with the fact that people work with other people, so with teams. You need to have the ability to work in group and with other colleagues.*
- **Person-organization fit** involves matching employees’ interests, values, and needs to the organizational culture. Since PO fit emphasizes fit to the organizational culture, it addresses PE fit from a macro-level of analysis. Organizational analysis provides the basis for assessing the organizational culture that, in turn, forms the basis for assessing the requisite skills, values, and behaviors for PO fit. PO fit emphasizes a fit between employees and the work processes that permeate all jobs in an organization. → *to consider in the matching of candidates, values, attitudes etc. + mission/culture of the organization/candidate.*

01.10.20 THE HIRING PROCESS → PE-Fits are the goals of the hiring process which is composed by:

- 1. The definition of job requirements: Job analysis to produce a job description**
- 2. Recruitment:**
 - a) Choosing channels to publish the job advertisement
 - b) Collecting applications
- 3. Selection:**
 - a) Screening of applications
 - b) Short-listing applications
 - c) Meeting short-listed applicants and evaluating them with some methods

HIRING “CLIENTS”

- The very first step of the hiring process is the need of a job position from the line managers (clients)
- As we have seen the selection process can be carried out by the HR division or by a recruitment and selection agency
- Thus, the first step for a “selector” is to activate a “relation” with the clients.
- What do you think they should discuss?

HIRING "CLIENTS"

1. Reasons to hire new personnel.
2. Clients' expectations in terms of basic (technical and executing knowledge) and transversal (attitudes, values and commitment) skills.
3. Organisational culture.

→ These three discussions with the clients are seminal for the selection process. They cannot not be avoided both for highly qualified positions and for low qualified positions.

→ Selectors must get the most complete knowledge of the organisation's needs, even if they work inside the company.

→ It is a sort of explorative phase to project efficiently the hiring process.

JOB ANALYSIS → After having got a sufficient knowledge of the 3 points presented above, the selector starts the so-called **Job analysis**. It comprises:

1. The **Job description**: the analysis of the characteristics of the job position
2. The **person specification**: the analysis of the competences needs to work in that position

JOB DESCRIPTION (1) → A job description can be defined as a group, relatively homogeneous, of professional tasks needing some specific working tools. How can a selector do that?

- To collect in depth information on that the selector can use some instruments:

- Some talks with the middle managers or with some employee working in the area of the position to be filled.
- A direct observation in the area where there is the position to be filled
- Documents describing real cases or "critical incidents"

* The mostly used instrument is talking with the middle managers and with the employees working in similar positions (the hiring of new personnel could be related to the need of increasing the number of people working in a specific position) or in the same area.

JOB DESCRIPTION (2) → Contents:

1. The Job Title and its aims
2. The position in the organisational chart (not only the division where the position will be placed, but also the hierarchy and the number of colleagues)
3. Responsibilities and duties
4. Working tools to be used (technical and relational)

Job Description

Job Title: Chief Financial Officer

Department: Administration
Reports To: President & CEO
Approved By:

Approved Date:

SUMMARY

Directs the organization's financial planning and accounting practices as well as its relationship with lending institutions, shareholders, and the financial community by performing the following duties personally or through subordinate managers.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Include the following. Other duties may be assigned.

- Oversees and directs treasury, budgeting, audit, tax, accounting, purchasing, real estate, long range forecasting, and insurance activities for the organization.
- Directs the controller in providing and directing procedures and computer application systems necessary to maintain proper records and to afford adequate accounting.
- Directs the treasurer in activities such as custodian of funds, securities, and assets of the organization.
- Appraises the organization's financial position and issues periodic reports on organization's financial stability, liquidity, and growth.
- Coordinates tax reporting programs and investor relations activities.
- Analyzes, consolidates, and directs all cost accounting procedures together with other statistical and routine reports.
- Oversees and directs the preparation and issuance of the corporation's annual report.
- Directs and analyzes studies of general economic, business, and financial conditions and their impact on the organization's policies and operations.
- Analyzes operational issues impacting functional groups and the whole institution, and determines their financial impact.

PERSON SPECIFICATION (1)

- It is the definition of the expected competences to be performed in the job in object.
- Basic competences and the so called transversal competences.
- In the literature this process is called: **Competences Modeling**.

PERSON SPECIFICATION (2) → The mostly used model to assess competences is the British "Knowledge, Skill and Ability/Aptitude". It considers 3 dimensions:

1. Knowledge: technical know-how
2. Skills: executive abilities, but also attitudinal abilities (for example to be effective in communicating something)
3. Behavioural characteristics: for example problem solving, flexibility, ability to manage stress, etc.

PERSON SPECIFICATION (3)

- According to Pearlman (1997), Spencer, McLelland, and Spencer's (1994): "Competencies can be motives, traits, self-concepts, attitudes or values, content knowledge, or cognitive or behavioural skills—any individual characteristic that can be measured or counted reliably and that can be shown to differentiate significantly between superior and average performers"
- Competences cannot be completely measured and standardized, but the analysis of the competences required for a job often determines the indicators to the psychometrics tests.
- Some institutions and sometimes companies formalise the core competences to find out some indicators in a sort of "Dictionary of competences". Since '90, almost all the multinational companies wrote their specific "Dictionary of competences".
- This formalization can be useful, but It is not completely widespread and projected within companies (especially the resulting tests).

JOB PROFILE (1)

- Once the job analysis is finished, the position needs another step before being advertised: the definition of the **job profile**
- It is based both on the job analysis data and the selectors' labour market knowledge
- This in order to produce a detailed job application

JOB PROFILE (2) → To produce a Job profile, selectors need to have a good knowledge of the main labour market issues. This in order to identify:

- the existent professional figures
- The most fitting educational track
- The existing types of contracts and working conditions
- Considering the company, they're selecting for, selectors should consider also the company's economic environment and what kind of image (prestige) the company has (this is relevant to attract talents, the so called **employer brand** as we will see)

→ The job profile consists in a sort of check list of characteristics

JOB PROFILE (3)

Personal details	Range of age and possible residential limits (i.e. within the region)
Education	Specific educational track (i.e. degree in HR management)
Professional experiences	For example having worked in a company in the same sector of the company is selecting the position
Working conditions	i.e type of contract and other conditions
Technical skills	i.e. using a specific software
Behavioural characteristics (transversal skills)	i.e. autonomy, problem solving oriented, etc.

02.10.20 WHAT IS RECRUITMENT?

- Recruitment is about obtaining a sufficient number of qualified applicants to locate and obtain one with a high degree of person-organisation fit: attracting the "best" candidates and trying to retain them (at least until the job position is strategic for the company).
- When an organisation needs more personnel, the size of the pool from which they can possibly come is bounded by the number of those would take a job with that specific organisation and are exposed to recruitment information.
- Labour market is sometimes «tight» as the number of possible applicants is sometimes limited (and it is not only a matter of highly qualified jobs, also for junior jobs the labour market can be tight)
- It is therefore a matter of competitive advantage to be efficient and effective attracting the most qualified applicants.

THE ROLE OF ORGANISATIONAL REPUTATION (1)

- Reputation can be used to attract one kind of applicant while repelling another, making the recruitment pool a generally more efficient source of applicants
- What is the organisational reputation?
 - Identity: attributions made of an organisation by its members; while
 - Reputation: attributions made about an organisation by outsiders

THE ROLE OF ORGANISATIONAL REPUTATION (2) → A lot of studies showed that candidates reply to a company's application considering not only the job profile, but also information they have about the company, for example:

- The service or the product they provide.
 - The advertisement campaign.
 - Possible legal actions.
 - Etc.
- **Technically there is a «construed external image». It is how the selector perceives the applicant's perception of the hiring organisation. It is a mix between organisation identity and reputation**

A small insight into Employer branding → Branding has become a multi-disciplinary concept. The emphasis has shifted from consideration of good and services to organisation, person and activity. In this perspective to be HR head is to be the main member of the branding team as he/she develops the policy that influences the creation of brand, in particular recruitment programmes...the so called «staff branding»

A company would like to be considered «the best place to work» (consider for example what Google did to disseminate its HR policy)

- Food companies: advertisements with employees describing the product and how they produce it. In general they're shot in their working environment
- Petrol companies: advertisements based on their attention to the green issues (Corporate Social responsibility)
- Multinational in general: providing transparency in the selection process (in the website normally). Publishing formalised criteria and sometimes videos of a «typical» selection interview

LECTURE 5 8.10.20 **RECRUITMENT CHANNELS**

Recruitment and realistic job previews (RJPs) → you cannot imagine a Job advertisement without considering the real work. To attract applicant, you must be effective/attractive/genuine. → highlighting the real condition. For example: stress cannot be mentioned in j. adv. → be realistic without underestimating the company and the job.

The job adv. Must do in this way because it will go to someone. It must be attractive and direct otherwise you are wasting time and resources.

Where to recruit → channels: you must choose the right channel/ the right method to seek the right candidate.

- Before choosing the recruitment's methods, a selector have to be careful in providing realistic job profiles, unless applicants could apply for a job without knowing what exactly the position requires and thus creating not real expectations (negatively influencing performances and retention).
- Selectors should communicate realistic job previews to attract the right candidates and being in this way effective in the recruitment.
- Thus, considering the employer brand, the RJPs can be a filter in the recruitment process: the brand could attract a relatively huge number of candidates, but the RJPs can filter the most suitable with the job and the organisation
- The most relevant questions of the recruitment process are thus:
 - «**whom to recruit?** » and this is basically answered by designing the job profile which should be based on a RJPs approach
 - «**where to recruit?** » and this is basically a matter of choosing the right method

The double nature of recruitment (1) → The literature - see, Breaugh J.A (2008), Employee recruitment: current knowledge and important areas for future research, *Human Resource Management Review*, 18, 103-118 – is focused on two main issues of recruitment:

1. **Targeted recruitment** (and the importance of applicant's self-insight)
2. **Recruitment methods**

The double nature of recruitment (2) → In the literature we can find a lot of studies based on two main issues:

1. The most effective channels to find job (candidates' side)
2. The most effective channels to find the right applicant in terms of future productivity (companies' side)

Main Channels → They might be divided in three types:

1. **Institutional and formal channels**: agencies of work, public competitions, sending/receiving curricula (by traditional mail or by e-mail or filling a form in the website); → they target more
2. **Newspapers**: publishing/replying job announces → publishing/replying j. announcement. → online version: job board.
3. **Networks/informal**: professional networks (professional external reputation, colleagues reputation), personal networks (friends and relatives). Not often mentioned is the direct visit to a company. → most efficient channel

European tendencies

Recruitment channels by country:

- Germany, Uk and Netherlands: candidates find the job mainly using formalised and organised channels → lowly addressing to personal networks and highly referring to agencies of work (mainly private) and newspapers.
- France, Belgium, Ireland: relevance of public agencies of work
- Spain, Portugal and Italy: strong relevance of personal networks.

Recruitment channels by type of candidate:

- High level of education: applications and other formal channels
- First entry in the labour market: generally formal channels
- Unemployed people: generally personal networks

Recruitment channels by level of efficacy in quickly finding a job:

- The most efficient channel is «personal network»
- Agencies of work have a higher level of efficacy for people with a relative high level of education
- Middle level of efficacy: applications after an announce (newspapers, but also internet) and direct visit to the company

The relevance of personal networks (1)

- It is generally related to the prevalence of small companies: informal circulation of candidates' information
- Mark Granovetter (1995) in his seminal research on how people get a job, highlighted that instead of being a process based on what modernization theories call «universalistic», it is, on the contrary, a particularistic process.
- Modernization theories stress on the fact that the growing level of education of the population (and the need of it from companies) would have as a consequence a growing universalism (based only on merit) in getting a job
- Granovetter showed that it is not only a matter of objective merits, but most importantly a matter of having the right networks.

The relevance of personal networks (2)

- Granovetter in his research (he studied professional, technical and managerial workers in the U.S.) demonstrated that connections were crucial in linking people to jobs.
- Information about job opportunities, and influence *vis-à-vis* references, travels along social networks
- Thus, privileging those whose biographies have provided them with a large number of "weak ties" who can deliver news of job possibilities they would not otherwise encounter (even from their best friends).
- Weak ties: professional networks (also colleagues' references)
- Strong ties: personal networks (family and friends)

The relevance of personal networks (3)

- Granovetter concluded that we can reasonably consider the «strength of weak ties» in getting a job.
- Labour market disadvantage increases to those whose personal histories have failed to position them to harvest effective weak ties, for example:
→ Women whose social networks are drawn disproportionately from their husbands or nonworking neighbours.

→ African Americans for whom residential and institutional segregation has limited the occupational prospects of network members

Critics to the “strength of weak ties”

- Granovetter highlight that to get matching between supply and demand in the labour market it is enough to exchange only some information, and that's why weak ties could be relevant and easy to have (it is a meritocratic concept).
- However, to get a job, professional skills are not enough. Employees' reliability is something not exactly detectable with professional references.
- Some authors (i.e. Reyneri, 2011) criticized Granovetter's theory of weak ties arguing that getting a job it is not a matter of strong or weak ties, but a matter of the general individuals' social capital. The social capital is of course based on networks, but it implies also relational capabilities.

LECTURE 6 GETTING A JOB WITH INTERNET (1)

• Main devices:

- Dedicated websites some big UK and US multinationals (i.e. Monster, <http://www.monster.co.uk/>)
 - Companies' websites
 - Web social networks
- In the US internet has become in few years the third mostly used channel to get a job (the first two are the direct contact with the company and the curricula sending)
 - In Europe the country mostly using internet in the job search is Germany followed by the UK and Spain

Getting a job with internet (2)

• Expected effects:

Micro Effects	Macro effects
Substantially without costs, faster recruitment process, it can also reach people not searching actively a job ("discouraged workers")	Better supply-demand matching;
"Positive selection": not exactly using internet, but the fact that people able to use it have a larger employability (i.e. medium-high level of education)	Thus, Unemployment reduction

Getting a job with internet (3)

Unexpected effects	
Reducing only the so called "frictional" unemployment (i.e. based on the circulation of information shortcomings, both in the demand and the supply side)	In fact, a relatively large amount of people using internet in their job search are experiencing a long-lasting unemployment: → the very low cost of the service could make people delaying the job search. → but most importantly there is a sort of "negative self-selection", internet (a) is used mainly by those who have a limited social capital

(a) we mean people using the intermediating web sites, for professional social networks the use of internet could result in some very positive effects, as we will see.

Focus on LinkedIn (1)

- LinkedIn is perhaps the most successful and widely used social networking site (SNS) for recruiters and job seekers and is the world's largest professional network on the Internet
- It affects job seekers' behaviours in terms of self-presentation
- Managing self-presentation in online communities is an integral part of private and professional life
- The willingness to provide personal information in member profiles on the SNSs is generally high because members gain acceptance through extensive self-presentation that facilitates the establishment of relationships with other network members

Focus on LinkedIn (2)

- A LinkedIn profile can be used to shape an idealised portrait of one's professional identity by displaying skills to peers and anonymous evaluators
- LinkedIn asks members not to provide their life story but to highlight specific skills, thus promoting their strengths for different business stakeholders.
- A member's professional identity might also receive a boost from contributing to the Question and Answer space provided by the SNS, which is typically called a 'post and comment'
- It is not only a matter of self-promotion, but also a matter of creating, enlarging and, particularly becoming part of a professional community → in other words a relatively easy way to develop the job seeker's «weak ties».

Focus on LinkedIn (3)

- It is not however a device for all job seekers (at least in terms of effectiveness)
- It is a professional network, so it is relevant the existence of a working community → difficult to have it for people firstly entering in the labour market and for low skilled job seekers
- In any case it is a matter of level of education, both for using it and for self-promoting → university degrees holders could start with their peers to create a community (alumni); while blue collars might not have some knowledge on this kind of tool and most importantly skills to be shared
- Low skilled job seekers use in general more traditional recruitment channels as they are not exactly part of a potential professional community

Employers' recruitment channels

Advertising a vacancy (1)

- After having decided how a company wants people to apply, the job profile is ready to be advertised.
- Surprisingly advertising a vacancy in the press is still recognised as one of the best methods for reaching the target audience.
- However, there are a number of choices that are made depending on time, the type of vacancy, the possible size of the target market, and, most importantly the available budget.
- Many companies still use press advertising extensively, despite the costs involved. The advert can provide a positive image of the company. This because the company is thus seen by a wider audience than just the people who may apply. It is part of the "employer branding".

Advertising a vacancy (2)

Location	Advantages	Disadvantages
National press	Good for senior vacancies. It will reach a national audience.	Expensive
Local press	Good for highly specialised posts, as it is related to a specific labour market (generally because its characteristics are known). Relatively inexpensive.	Not looking at a national audience it may miss some able applicants
Minority press (associations, subcultures)	Will clearly target certain sectors of the population. It can be an inexpensive option.	Same as above

Advertising a vacancy (3)

• Using internet:

→ Companies use both their website and job boards (i.e. monster): in the UK almost the 40% of employers use online jobsites

→ Job boards offer three main benefits to employers:

1. The option to post a job on the job board
2. Screening and assessment of applicants with pre-set criteria
3. Access to a database of CVs from potential applicants already registered in the jobsites

The most important shortcoming of job boards is the fact that they are frequently generalist and not focused on specific professions or positions. This is considered by employers a bit confusing (especially in terms of employers' branding). In the US some specific job boards are developing, for example: <http://careerhq.pmi.org/jobs> .

LESSON 7 Organisational websites (1)

• Some studies highlighted the positive and negative effect of this recruitment channel

Positive	Negative (Only few of the goals above mentioned are in general achieved)
Expanding the applicant pool	We cannot take for granted that the expansion of the number of applicants will not negatively affect the efficiency
Global talent attraction	The employers might receive a huge number of not qualified applicants for the job (potentially everyone might apply) or territorially not fitting applicants
Efficiency in recruitment and shortlisting	
Enabling new assessment tools	Some studies highlighted the fact that employers did not declare that the quality of applicants using internet has increased. On the contrary some of them declared that it has even worsened.
Reducing costs	
Promoting organisational image	

Organisational websites (2)

More and more companies are trying to put filters in their «work with us» link (i.e. in the application form, or highlighting the kind of competences they need, etc.)

Alternative methods of recruitment

1. Employment agencies: they hold a register of job seekers; they tend to specialise in jobs that are relatively with low level of qualification and common across companies
2. Consultancies agencies: most of them known as «headhunters», but they can be involved also in other qualification levels
3. Internal marketing: notice boards, newsletters, intranet. It is a very informal recruitment based on word-of-mouth.
4. Universities career services: universities are more and more offering a placement service both for students and for companies.
5. Participating in job fairs: sometimes organised by employers' associations, but also by universities (i.e. career days)

Multiple channels

- Beside the effectiveness of the recruitment channels, seeking or recruiting is not only based on a single channel.
- Both job seekers and employers use a lot of channels.
- The multiple choice is in any case related to the costs.
- In this way for example a job seeker might apply to a lot of job advertisement appeared in newspapers, online job boards, company's website, etc.
- On the other hand, a job might be advertised in many channels (newspapers, own website, online jobsites, consultancy agencies etc.).

Application form versus CV (1)

- The application form provides an easy method for examining the suitability of different candidates for the post on offer. This is because everyone is required to provide similar information, making the comparison easier.
- On the other hand, asking people to send their CV is giving them the opportunity to demonstrate their suitability for the post. But in this way a company will receive different information → this might be an errors' source.
- Another problem with CV is that it's rarely developed for the job offered, so a company could receive not relevant information
- Companies could advertise the post providing with the application form the job description and the person specification in order to address candidates to provide suitable information.
- An increasing number of companies now offer online options to applicants. Some of them are simply application forms.

Application form versus CV (2)

Management handbooks report generally these following details:

- a. Job applied for
- b. Name, address, telephone number
- c. Previous employment- name and address of employer, job title, main duties/responsibilities, salary
- d. Education and other qualifications
- e. Other relevant skills, experience, interests
- f. possibly name and address of two referees

Application form versus CV (3)

- Several equal opportunities implications surround the use of CVs and application forms
- Application forms are recognised as good equal opportunities practice as they make it easier to match the information provided with the person specification:

→ It can be structured in such a way that irrelevant information is not requested.

For example, information such as age, marital status and children are irrelevant to someone's ability to do the job. While on a CV, applicants may provide this sort of detail and this may influence some people involved in shortlisting.

- CVs are generally relevant and requested for management or other professional vacancies, as they allow an individual to express him/her suitability for a job more fully. It is in any case a common practice to provide an application form and eventually requesting additional information with a CV.

LESSON 8 BOUNDARIES OF SELECTION CRITERIA

Shortlisting: how to observe criteria

- It is not easy to describe the criteria used in shortlisting.
- They obviously depend on the type of job.
- ❖ What recruiters can observe is a set of personal data which comprise directly observable features and individual attributes, called:
 - *Indices and Signals* (Spence, 1973);
 - *Technical* (basic) and *organizational* (transversal attitudes) *skills* (Maurice, Sellier, Silvestere, 1986; van de Werfhorst, 2004).

Selection processes and applicants' characteristics

- Depending on the type of job some applicant characteristics are more important than others (de Wolf and van der Velden, 2001):
 - vocational experiences are relevant for highly technical positions;
 - 'soft' indicators, such as personality and other attitudes, are important for more generalist ones;
- Selection criteria may also cut across the type of job for which personnel are being recruited:
 - companies may have largely fixed assessment standards (Wood, 1985; Miller, 1992, Goldthorpe, 1994) → these standards could be considered not only basic skills but also indicators of transversal ones.

That is...
- Some applicants' characteristics could be *indices* or *signals* of certain competences and behaviours:
 - *Signals* → educational variables might not be only basic skills, but also indicator of some transversal skills (Breen and Hannan and O'Leary, 1995; Checchi and Pravettoni, 2003) : level of education, final studies' scores, do not exceed statutory duration of studies;
 - *Indices* → age, gender and social origin indicators of 'group propensities' (Arrow, 1973).

(NOTA SOTTO SLIDE N 3) For accountant and computer system administrator we can imagine a relative importance both on fields of study and other educational experiences. For example, educational experience in foreign countries may be regarded as generally valuable but as more important for a computer system administrator ('technologies speak English')

Commercial figures need technical skills to project items promotion, but also important could be attitudes towards a greater flexibility according to company's needs (i.e. a willingness to travel) and relational abilities. The more a job is characterized by relational tasks, the more important it may be that the applicant has a personality suited to interact with a wide variety of people. Then personality may be considered more carefully in light of the relational aspects of a particular type of job. Previous work experience, too, may be considered important in general terms but evaluated differently according to the type of position for which selection is being made.

young job-seekers' previous experiences often consists of 'odd jobs' undertaken to maintain themselves financially while studying – jobs as waiters, call centre operators, shop assistants, etc. Since this is not 'professionalizing' work, in the sense that it does not develop specific skills (or better it does not provide technical, basic skills), it is not given significant weight in the assessment of the applicant. Studies on the Italian labour market show that young people who have worked in 'odd jobs' while studying do not achieve more rapid labour-market entry than those who have only studied (Reyneri, 2005). However, these kind of jobs may be considered useful (even if not essential) for commercial figures because of their relational contents, their 'trasversal skills' instead of their 'basic skills'.

Debate on selection criteria (1)

- In the management literature the main problem in the screening of curricula (but more in general in the selection criteria) is the risk of «evaluation bias»
- Some seminal studies highlighted that there could be two main issues underlying selection criteria (see for example: Wolf A. and Jenkins A., Explaining greater test use for selection: the role of HR professionals in a world of expanding regulation, *HR management journal*, 2006, 16, 2:192-213):
 - a) **Suitability:** the extent to which the candidate meets the job specification, as evidenced by the qualifications, curriculum vitae and appropriate answers to questions within the interview.
 - ➔ The suitability criteria are part of the formal process of 'objective' decision making.
 - ➔ However, informal decision criteria also come into play, and these are associated with the selectors' perceptions of how 'acceptable' the candidate is.

Debate on selection criteria (2)

- b) **Acceptability:** Typically, the acceptability criteria tend not to be explicit, but rather involve personal judgements about whether the candidate will 'fit in' to the workplace.
 - ➔ It is in this realm of decision making that discrimination can disadvantage candidates who otherwise meet the suitability criteria.

Choosing How to choose

- Strategic decisions are often reactions to institutional pressures
- Generally speaking in the case of personnel selection:
 - a) Long term economic fitness benefits from the adoption of well developed and validated selection procedures; while short term economic fitness is usually greater with the use of less refined procedures
 - b) Legal regulations promote the adoption of well developed selection procedures; while applicants reactions may sometimes be more favourable towards less refined procedures (i.e. the use of psychometric tests vs the simple job interview)
 - As in any institutional analysis we thus consider the role of the market, the State and the «community» (i.e. values, culture, habits..) in determining the selection procedures

LECTURE 9 19.11.2020 **SELECTION METHODS****Multiple conflicting pressures in selection criteria**

- All the boundaries above mentioned are affecting the selection decision making.
 - We can reasonably say that there are multiple conflicting pressures in selection criteria
 - How do organisations act to face these pressures?
 - Finding a legitimization of their choices:
- a) The **diffusion** of comparable selection procedures in the field (sector or territory) is likely to influence the perceived legitimacy and hence adoption of a specific selection procedure. Referring to the mimetic view of organisational conformity
- b) Close **interconnectedness** between organisations further enhances the voluntary diffusion of practices through relational channels creating more implicit coordination and collectivization in a given environment and more consensus on diffused norms. Close interconnectedness promotes institutional isomorphism and conformity.
- **It is often a process of imitating the most successful organisations also in the selection criteria and methods.**
- Innovations in selection methods should be legitimized. Sometimes they come from academic research and thus they have the scientific legitimization; but sometimes they come from companies and academic research might give them or not the needed legitimization

EMPLOYMENT INTERVIEW → Level of diffusion

- Employment interviews are a popular selection technique from many viewpoints. In organisations around the world, employment interviews continue to be one of the most frequently used methods to assess candidates for employment
- Among organisational decision-makers, interviews have been found to be the assessment method most preferred by supervisors and human resources practitioners.
- Moreover, applicants perceive interviews as fair as compared to other selection procedures and applicants expect interviews as part of a selection process. In fact, from an applicant's perspective, obtaining a job interview is fundamental to job search success.
- The employment interview has also been a popular topic among researchers for almost 100 years and is still garnering considerable research interest.
- Notably, numerous analyses have revealed that "structured" interviews can display relatively high levels of validity
- However, current research activity suggests that more remains to be uncovered. Recently since comprehensive review of the employment interview literature, over 100 new articles have appeared in journals and books examining the interview.

TYPES OF INTERVIEW

- **Structured interviews**, they have typically three characteristics:
 1. The questions are developed from the job analysis and are based on the job description, person specification or competences framework.
 2. The candidate is asked the standard though necessarily identical questions.
 3. A systematic scoring system is used
 - They are similar to a test, but in general are used to highlight the candidate's achievements, not the personalities
- **Panel interviews (team interviews)**:
 1. Used for management, technical and new roles
 2. Consist of two or more interviewers who together interview one candidate and combine their ratings into an overall score
 3. It is mainly based on structured interviews

• One-to one interview:

1. They are unstructured and not standardized.
2. They're appropriate for unskilled and semi-skilled posts
3. They're mostly based on the personal evaluation of the selector (i.e. without rating competences).
4. They are the mostly knoww type of interview

Components of structured interviews

- A key element of the interview structure is establishing a standard process of evaluation
- They are focused in detecting behaviours and situational competences
- There are some standard questions about the educational and professional experience
- Other questions are related to a sort of simulation of working situations
- The most common type of interviews are simple opened questions though they are the same for all the candidates
- While sometimes companies use some situational example to observe competences that are ranked with some scores and based on specific working situations.
- It is not uncommon to find structured job interviews combining opened questions with Situational examples.

SUBJECT	DO NOT ASK	YOU MAY ASK
Gender	Are you male or female? What are the names and relationships of persons living with you?	None.
Residence	Do you own or rent? Give the names and relationships of persons residing with you.	What is your present address?
Race/Color	What is your race? What color is your hair, eyes, or skin?	None.
Age	What is your date of birth? How old are you?	If hired, can you provide proof that you are at least 18 years of age?
National Origin	What is your ancestry, national origin, descent ancestry, parentage, or nationality? What is the nationality of your parents spouse?	What languages do you speak or write fluently? (Do not ask unless strictly job related.)
Disabilities	Are you disabled?	Are you capable of performing the essential functions of this position, with or without reasonable accommodation?

SUBJECT	DO NOT ASK	YOU MAY ASK
Marital or Family Status	What is your marital status? What is your spouse's name? What was your maiden name? How many children do you have? Are you pregnant? Do you plan to have children? What day-care provisions have you made for your children?	None. (An employer may ask if candidates have any commitments or responsibilities preventing them from meeting attendance requirements, or if they anticipate lengthy work absences. Make sure you ask this question of all applicants.)
Arrests and Convictions	Have you ever been arrested? Have you ever been charged with any crime?	Have you been convicted of any crime? (If the application form asks for information on convictions, the employer should indicate that a conviction itself does not constitute an automatic bar to employment, and will be considered as it relates to fitness to perform the job in question.)
Religion	What is your religious affiliation or denomination? What church do you belong to? What is the name of your pastor, minister, or rabbi? What religious holidays do you observe?	None. (If you wish to know if an applicant is available to work Saturday or Sunday shifts, ask: "Are you available to work on Saturdays or Sundays if needed?" Make sure you ask this question of all applicants.)
Citizenship	What country are you a citizen? Are you or other members of your family naturalized citizens? If so, when did you or they become a U.S. citizen? Attach a copy of your naturalization papers to your application form.	Are you a citizen of the United States? If hired, are you able to prove eligibility to work in the United States?

ONE TO ONE INTERVIEWS

- The aim is like the structured one (questions are similar), but they are not standardised
- While the structured job interviews are generally conducted in a panel, one to one interview is conducted by a single person
- Questions can change during the interview according to the candidates' characteristics and reactions
- Sometimes they are combined with structured interviews because they are planned to be done with the line managers (the so called "technical job interview")
- Many organisations still rely on the employment interview to assess the personality attributes of the job candidate.
- This persistent and prevalent usage of the employment interview for personality assessment by organisations could be due to factors such as convenience, cost effectiveness, avoidance of the social desirability effect, or intuitive appeal.
- Unstructured interviews may allow the interviewer to observe more significant and relevant behaviours. These expressive behaviours may be more likely to come forth due to several potential mediating variables.
- For instance, interviewers in the unstructured format may be more prone to conduct the interview using an informal tone. This tone would create a relaxed environment in which the candidate would be more likely to reveal relevant behaviours.
- In the unstructured interview the use of follow-up or probe questions will be more prevalent than in a structured interview. (i.e. asking the candidates to provide examples or clarifications)
- Some studies highlighted that one particular behavioural variable, the percentage of the time that the job candidate spent talking during the interview, relative to the interviewer, was found as a significant difference in accuracy between the unstructured and structured interview formats
- With job candidates talking for a large percentage of the interview, it seems intuitive that a larger quantity and a richer quality of behaviours, both desirable and undesirable, will be revealed about the candidate.
- This finding suggests that the interview format may be the more prominent catalyst for encouraging the candidate to reveal personality relevant information during the interview than the content of the questions asked.
- The selectors may be basing their judgments more on indicative nonverbal behaviour that is displayed by the candidate. It could be that this indicative nonverbal behaviour more likely to be elicited by the unstructured interview than the structured format

TESTING THE CANDIDATES - Types of test → There are several types of tests. They are produced both by specific agencies and directly by companies. Testing a candidate is a standardised way of measuring some characteristics:

- Working abilities
- General and/or technical knowledge
- Attitudes
- Personality

→ They can be submitted before or during the job interview. General knowledge tests are sometimes a pre-condition to be called for an interview or even a pre-condition to send the CV (especially in the on-line recruitment).

Working abilities: situational judgement test

- Situational judgment tests (SJTs) are designed to assess an applicant's judgment regarding a situation encountered in the workplace.
- SJT items present respondents with work-related situations and a list of plausible courses of action.
- Respondents are asked to evaluate each course of action for either the likelihood that they would perform the action or the effectiveness of the action.
- Research on SJTs indicates that they are effective and are frequently used selection tools both in the U.S. and Europe.
- That SJTs have useful levels of validity as predictors of job performance. Researchers and practitioners have long sought valid measures with lower sub-group differences than general cognitive ability. Research has demonstrated that SJTs have less race-based adverse impact than cognitive
- SJTs have face and content validity because they describe work-related situations. This makes SJTs appealing to staffing decision makers and applicants alike.

→ Example → You are facing a project deadline and are concerned that you may not complete the project by the time it is due. It is very important to your supervisor that you complete the project by the deadline. It is not possible to get anyone to help you with the work.

- a) Ask for an extension of the deadline.
- b) Let your supervisor know that you may not meet the deadline.
- c) Work as many hours as it takes to get the job done by the deadline.
- d) Explore different ways to do the work so it can be completed by the deadline.
- e) On the day it is due, hand in what you have done so far.
- f) Do the most critical parts of the project by the deadline and complete the remaining parts after the deadline.
- g) Tell your supervisor that the deadline is unreasonable.
- h) Give your supervisor an update and express your concern about your ability to complete the project by the deadline.
- i) Quit your job.

→ Limits:

1. Reliability: risk of social desirability answers; risk of incoherence. To solve these problems it is relevant to pre-test the "questionnaire" and organise it trying to put randomly the same questions (in this way the answers should be consistent and if they are not it is signal of incoherence in considering that specific situation).
2. Validity: it is the degree to which accumulated evidence and theory support specific interpretations of test scores entailed by proposed uses of a test.

→ Thus SJTs can measure both cognitive ability and personality, but the emphasis differs. Test developers who wish to emphasize the assessment of personality constructs in an SJT may wish to use behavioural tendency questions.

→ However, one should note that behavioural tendency questions are susceptible to faking. On the other hand, if one were interested in maximizing cognitive ability variance within a SJT, a test with knowledge questions may be more appropriate than the SJT.

PSYCHOMETRIC TESTS

- They are tools aiming to verify individuals' emotional, motivational, relational and attitudinal characteristics which are the bases of interactions
- There are many psychometric tests and each one is based on a specific personality theory
- They are used to integrate information coming from the other selection methods and they are submitted generally at the end of the employment interview

Type of test (big Five)

- Considerable research has examined the structure of personality traits. Many have embraced the **Five-Factor Model (FFM)**, i.e., Extraversion, Agreeableness, Conscientiousness, Neuroticism (Adjustment), and Openness to Experience.
- A body of research finds these 'Big Five' personality factors to be stable and robust, covering the broad scope of normal personality.
- This test is thus enough Reliable and Valid.
- Others, however, have criticized the FFM as too broad for theoretical understanding or for measuring personality traits for prediction purposes.
- It has a «big» base on social desirability
- But it is projected precisely to detect this issue. It is not only a test trying to detect some personality traits, but also to observe if there is a strong inclination to give social desirable answers.
- Discovering social desirable style of answering is in any case a result to understand deeply the personality traits.

OP5 Personality

Your scores have been compared to a group of respondents with the following characteristics: (B2G1)

- Men
- Education level: Associate's degree
- Test situation - development

The OP5 Personality test is based on the BIG5 model, and works on the principle that personalities can be described in terms of 5 basic dimension, each with a positive and a negative pole. These positive/negative polar factors are found in various languages and cultures. The 5 dimensions have been further subdivided into 30 personality traits to more precisely describe and predict behaviour.

Extraversion



Introversion. Detached in contacts with others. Preferring to stay out of the limelight. Enjoying being on your own. Reserved in dealings with other people. Avoiding risks.

Extraversion. Spontaneous. Liking being in the limelight. Needing company. Easy-going in dealings with other people. Tending to take risks.

Emotional stability



Sensitivity. Sensitive, easily upset, insecure. Emotional. Changing moods. Finding it difficult to take decisions. Performing less well under pressure.

Emotional stability. Rational, calm, self-assured. Down-to-earth. Steady and balanced. Decisive. Energetic. Able to cope with tensions and criticism.

Conscientiousness



Playful attitude. Light-hearted, untidy. Imprecise. Jocular. Regularly late. Flexible attitude to work. Undisciplined. Easy-going. Not finishing things off.

Conscientiousness. Planned and ordered. Meticulous. Methodical. Very punctual. Working to a schedule. Disciplined. Thorough. Persevering.

Agreeableness



Tough-mindedness. More focused on your own interests. Less concerned about other people. Mistrustful. Straightforward. Objective and matter-of-fact. Impassive.

Agreeableness. Helpful attitude. Sympathetic to other people. Trustful of other people. Tactful. Focusing on cooperation. Empathetic.

Openness to experience



Conservatism. Traditional. Attached to existing customs and practices. Sticking to tried and tested methods. Conventional. Middle of the road. Not thinking much about the essence of things.

Openness to experience. Original. Open to new experiences. Unconventional. Imaginative. Creative. Wide-ranging interests. Having ideas of your own. Open-minded. Reflective.

Disagree strongly
1

Disagree a little
2

Neither agree nor disagree
3

Agree a little
4

Agree Strongly
5

I see Myself as Someone Who...

- | | |
|--|--|
| ___ 1. Is talkative | ___ 23. Tends to be lazy |
| ___ 2. Tends to find fault with others | ___ 24. Is emotionally stable, not easily upset |
| ___ 3. Does a thorough job | ___ 25. Is inventive |
| ___ 4. Is depressed, blue | ___ 26. Has an assertive personality |
| ___ 5. Is original, comes up with new ideas | ___ 27. Can be cold and aloof |
| ___ 6. Is reserved | ___ 28. Perseveres until the task is finished |
| ___ 7. Is helpful and unselfish with others | ___ 29. Can be moody |
| ___ 8. Can be somewhat careless | ___ 30. Values artistic, aesthetic experiences |
| ___ 9. Is relaxed, handles stress well | ___ 31. Is sometimes shy, inhibited |
| ___ 10. Is curious about many different things | ___ 32. Is considerate and kind to almost everyone |
| ___ 11. Is full of energy | ___ 33. Does things efficiently |
| ___ 12. Starts quarrels with others | ___ 34. Remains calm in tense situations |
| ___ 13. Is a reliable worker | ___ 35. Prefers work that is routine |
| ___ 14. Can be tense | ___ 36. Is outgoing, sociable |
| ___ 15. Is ingenious, a deep thinker | ___ 37. Is sometimes rude to others |
| ___ 16. Generates a lot of enthusiasm | ___ 38. Makes plans and follows through with them |
| ___ 17. Has a forgiving nature | ___ 39. Gets nervous easily |
| ___ 18. Tends to be disorganized | ___ 40. Likes to reflect, play with ideas |
| ___ 19. Worries a lot | ___ 41. Has few artistic interests |

ASSESSMENT CENTRE

- The assessment centre method (ACM) has been used for many purposes in human resource management including selection, diagnosis, and development since its introduction over 50 years ago
- It can be used to evaluate:
 - ✓ external candidates into organizations,
 - ✓ internal candidates into supervisory and managerial ranks,
 - ✓ individuals into a pool of high potentials who will get special training,
 - ✓ exemplary staff members to receive certification of competence in job skills, or
 - ✓ employees for retention when there is a reduction in force and reorganization.
- Thus, such applications include external screening, internal promotion, early identification of potential, and certification of competence.
 - A wide variety of evidence has accumulated demonstrating the validity of ACs for selection.
 - It is often confused with group interview, but it is not exactly like this.
 - It is **very expensive** because it is not conducted only once. It takes various days to be complete
 - According to what it should be assessed, there are different tools and simulations
 - It often takes together all the selection methods (i.e. interviews, tests, simulations, etc.)
 - Research and practice suggest that ACs are valid, fair, legally defensible, and acceptable to candidates and other stakeholders in a wide variety of jobs.
 - AC designers have long sought strategies to make their assessments more efficient and less expensive. The growing prevalence of high-powered computers, inexpensive telecommunications, and sophisticated software is driving a great deal of innovation in operational ACs.
 - Computerized in-baskets, simulating an employee's email and access to web resources, are becoming commonplace.
 - Some ACs are conducted entirely over the telephone, using role players in remote locations to simulate the kinds of tasks that might be countered in a call centre or similar setting.
 - Digital video technology is used to connect assessors and candidates in different parts of the world, or to allow asynchronous assessment. Artificial intelligence and video game technology have allowed some AC practitioners to offer entirely computer-based simulations, in which the candidate interacts not with peers or role players but with digital characters (or avatars) in a virtual world.