

Recruitment Approaches:

Following are the basic approaches of recruitment & organizations can use one approach or a combination of different approaches to make their recruitment process effective:

(1) In house Recruitment:

(i) It is the recruitment approach in which inhouse HR department and recruitment personnel handle recruitment functions and potential candidates.

(ii) These inhouse recruiters advertise job vacancies on their own website and other job boards, target and head hunt (new technology used to find right person for right job) external candidates, work with external associations, visit universities for on-campus recruitment.

(iii) An employee ^{referral} program is a system where existing employees of organization recommend suitable candidates for available jobs.

(2) Out sourcing Recruitment:

(i) In small organizations an external recruitment or outsourcing is used because:

They have little or no facilities to recruit.

(ii) In large organizations recruitment out sourcing is used to ensure confidentiality while hiring for senior level positions.

• In this case the consultant company is supposed to be familiar with inside

business plans, strategic plans, it is therefore important for high out sourcing company has excellent credibility

(3) On campus Recruitment:

- (i) Student counsellers and concerned faculty members can be contacted for on campus recruitment.
- (ii) Fresh graduates can be offered internship in different organizations.
- (iii) Video interviewing can be used to interview students living in far-flung areas.

(4) Employment Agencies:

- (i) Employment Agencies operate their offices in their cities & to find right employees from any where.
- (ii) They do some initial screening of candidates and then pass on the candidate to organization.
- (iii) These companies are ethically bound not to approach employees from client company in their search efforts for another client.

Selection Tests:

- (i) Organizations evaluate and select candidates on the basis of different tests called selection tests.
- (ii) These tests are used to assess knowledge, skills ~~and~~ abilities & other characteristics.
- (iii) Prime objective of these tests is used to avoid a common mistake in which sometimes wrong person is selected and right person is rejected.
- (iv) However effectiveness and validity of these tests should be carefully checked according to location, culture, situation and context.

TYPES OF TESTS:

1- DRUG TESTING:-

- (i) 70% of big companies have made pre-employment drug testing compulsory/mandatory.
- (ii) Absenteeism and turn over are the outcomes that drug tests forecast accurately.

2- HAND WRITING ANALYSIS:-

- (i) Hand writing analysis or graphology is used by 85% of European companies as a hiring tool.
- (ii) Job applicants are requested to provide one page writing sample to be analysed by hand writing analyst.
- (iii) Experts can analyse more than 300 personality traits using these tests.

3- INTEGRITY TEST

- (i) ^{سخت} Overt integrity test are used to directly assess the dishonest behaviour
- (ii) ^{خفیہ} Covert integrity test are used to predict broad range of counterproductive work behaviours.

4- MENTAL ABILITY TESTS:-

- (i) Mental ability test are used to measure verbal, non-verbal, comprehension, reasoning and analytical techniques of applicants.

(ii) Successful managers are forecasted quite accurately with the help of these tests

5- LEADERSHIP TESTS:-

(i) Leadership tests mostly focus on initiation and consideration aspects of applicants.

(ii) Consideration reflect the capability of individual to develop mutual interest, respect and feelings of others.

(iii) Initiation reflect the capability of applicant to define his own and others role towards task accomplishment.

6-EMPLOYMENT INTERVIEWS:

(i) It is the process of smooth social exchange while simultaneously processing the information about the candidate.

(ii) Interviews are considered poor for basis of employment due to factors such as impression, personal feelings and contrast effect.

relative thinking
relating the candidates with each other.

(iii) However certain techniques can be used to make interviews more effective.

a- Interviews should be limited to information, which is already indicated in job analysis.

b- during discussions, focus should only be on the competencies necessary for the job.

c- To check the level of decision making and problem solving capabilities for

initial level positions, applicants are asked how they would respond in different situations but for experienced position, they can be asked to provide detailed account of actual situations.

28-11-13

7- Work Sample Tests:

- (i) The prime objective of work sample test is to assess the ability to do rather than the ability to know.
- (ii) These tests are miniature replicas of actual job requirement.
- (iii) Because these tasks are difficult to fake, thus the turn over rate of the applicants selected through this process is less.
- (iv) These tests are usually not cost effective and also time consuming so a large no. of candidates cannot be tested through these test.
- (v) These tests are also poor predictors of those advanced intellectual capabilities which are only developed with time and experience after handling of real life situations.

(vi) Following are the two work samples tests ^{situational} being used.

(a) Leaderless group discussion:

- a group of applicants are given a job related situation and asked to carry on discussion.
- A circular table is used ~~is~~ instead of rectangular one to give equal weightage to each position.
- No one is appointed a leader nor any one is told where to sit.
- Observers ~~use~~ rate the performance of each participant.
- In order to make LGD effective, observer must be aware of the capabilities which they need to judge in applicants.

(b) In Basket Test:

- It is a situational test designed to check the important aspects of job positions.
- The applicant is briefed about the background information of real situation.
- Applicant is given incoming files, record of phone calls and other materials ~~and~~ in ~~the~~ basket and he/she is supposed to write his/her discussion on every file.

write letters and prepare agenda

- The candidate is sufficiently briefed about the situation so that he could do decision making on his own.
- Applicant is instructed to use his own knowledge experience and personal characteristics to solve these problems instead of pretending to be someone else.
- At the conclusion of test each applicant leaves behind a packet full of notes, decisions, letters etc
- These things are then evaluated by experts to assess the required capabilities