

MAST
Human Resource Management

2. Recruiting and Selecting Employees

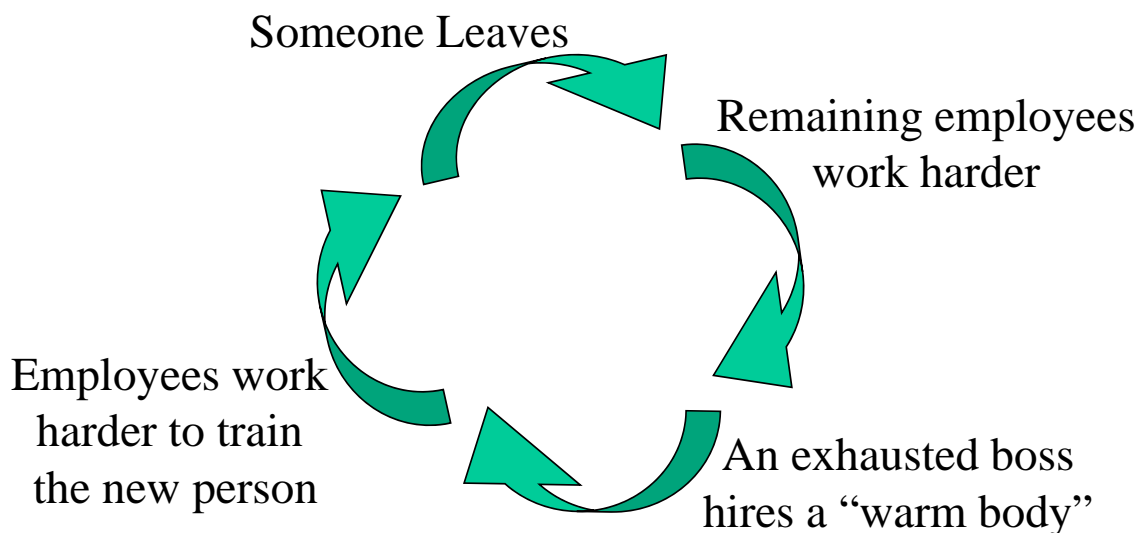
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Knowledge for Life



Turnover--the vicious cycle



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Turnover is hard on everyone.

- Turnover is expensive
- Turnover is risky
 - essential tasks not done
 - tasks done poorly or late
 - costly mistakes
- It's exhausting for key people who have to take up the slack



How do you break the turnover cycle?

- 1... Consider the position and the business
- 2... Build a pool of applicants
- 3... Evaluate the applicants
- 4... Make your selection
- 5... Hire and train



If you don't have time to do something right the first time, how are you going to find time to do it a second time?

--this is never more true than when talking about employee selection

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The recruitment process begins by knowing the position

Detail the work that is done through

- observations
- interviews
- recommendations of experts
- work journals
- Answer basic questions
 - physical and mental requirements
 - list of tasks to be performed
 - organizational chart

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Job Specification

- A compilation of the abilities, skills, knowledge, or licenses needed to do the job
 - mathematical skills
 - physical work standards
 - Drivers Licenses
 - equipment skills
- A “laundry list” of skills and abilities



Job Description

- Basic framework for all HRM practices
- Combines job analysis and specification to outline the entire position
- Establishes goals and objectives
- Always subject to change--should evolve with the employee and the job



Example Job Description

- Should include:
 - Title
 - Position summary
 - Qualifications
 - Opportunities and responsibilities
 - Goals and performance objectives

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Example Job Description

- **Title:** Machinery Operator
- **Position Summary:** Operate machinery related to crop production. Also, perform regularly scheduled machinery maintenance and emergency repairs.
- **Qualifications:** Experience with machinery and mechanics.
- **Responsibilities:** Scout fields and monitor crop production. Plant, spray, and harvest crops. Conduct soil tests. Stock and monitor supplies for equipment maintenance. Organize machinery shed and tools. Conduct regularly scheduled maintenance and emergency repairs as needed. Maintain a safe work environment.
- **Goals & performance objectives:** Maintain a professional attitude and demeanor. Have equipment ready and operational when needed. Be prepared to work long hours during crunch times. Maintain an injury-free workplace.

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Build a Pool of Applicants

- Word of Mouth—still the best
- Referrals—utilize your current workforce
- Newspaper/Magazine Ads—still popular
- Government/Private Agencies—can have advantages, especially with international labor pools
- Internet Services—can be successful

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How can you tell....

- If this is a person who is going to stick around
- If this is a person you want to stick around
 - trainable
 - meets the business philosophy
 - competent
 - qualified
 - likable

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Evaluate the Applicants

- Hurdles
 - written applications
 - written tests
 - oral tests
 - interviews
 - practical tests
 - reference
- Job Preview
- Let them interview you

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Make Selection

- Consider the applicant's performance
- Discuss selection with other employees
- Extend an offer
- Re-open applications
- Hire on a temporary/probationary basis
 - be leery
 - be clear

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Questions?

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