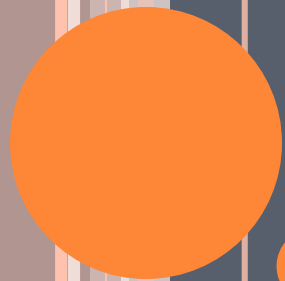




# **INTERNATIONAL HUMAN RESOURCES MANAGEMENT**

**Prof. Andrea Martone**



# STAFFING

Recruitment, Selection and Placement



# SESSION 5

At the end of session 5 the students should be able to:

- Comprehend the critical aims of R&S;
- Be aware of the activities required to develop a correct process;
- Know the major R&S techniques and their implications;
- Realize which technique to use and when;
- To be aware of the consequences of the R&S process developed.



# A PROBLEM OF DEFINITION: RECRUITMENT



- The recruitment is the continue and costant activity of observation and analysis of potential candidates, in reference to quantitative and qualitative characteristics that may fulfil the needs of organisational and human resources development.



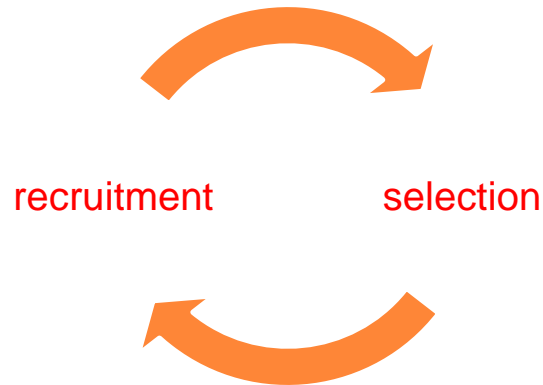
# A PROBLEM OF DEFINITION: SELECTION.



- The selection is the activity of identifying those candidates who, on the basis of different techniques, seem the most capable of fulfilling the duty required by the job for which they were recruited.



# A PROBLEM OF DEFINITION: RECRUITMENT AND SELECTION



The difference between recruitment and selection is mainly theoretical. In practical terms, the boundary line is flexible and permeable because there are several factors of mutual influence.



# A GENTLEMAN AGREEMENT



The difference between recruitment and selection will be respected although the presence of a common and synergic logic.

The key point is to find consistence between the two phases.



# THE EXPECTED RESULT



A selection process aims at finding personnel in a labour market characterised by a growing competition.

The expectation is to select human resources capable of performing better results in the mid-long term.





# THE STEPS



## Analysis

Who, where, how much  
Definition of parameters

## Recruitment & Screening

Communication to candidates;  
Screening CVs

## Selection

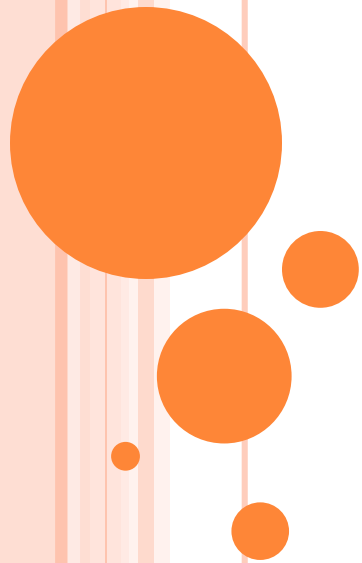
Interview;  
*Testing, .....*

## Acquisition

Choice;  
Negotiation.

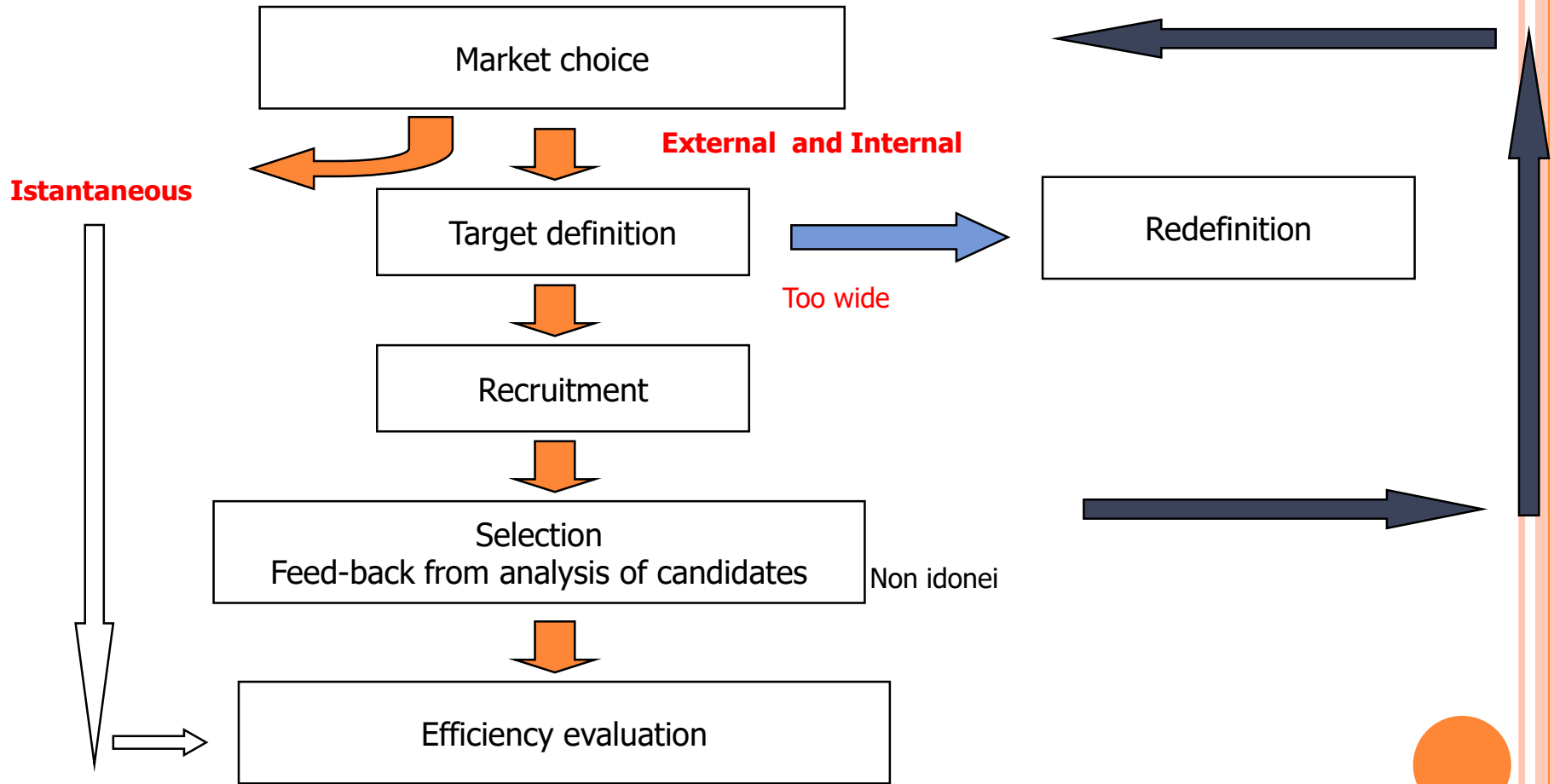
## Insertion





## *The Labour Market and the Tools*

# THE LABOUR MARKET: EXTERNAL, INTERNAL OR INSTANTANEOUS?



# THE EXTERNAL MARKET

It is made of all candidates who have the competencies required by the company by they are not in the company.

## ○ Reasons:

- Search for excellence;
- Impossibility to recruit them internally;
- Impossibility to train them internally.

## ○ Channels:

- Direct;
- Indirect.



# THE EXTERNAL MARKET



## ○ Advantages:

- Induces competition;
- Brings in new ideas and competencies.

## ○ Disadvantages:

- Expensive and complex process;
- Maybe causes lack of motivation with the current workforce.



# THE TOOLS

- Advertisement and media: local and national press, specialised magazines, radio and tv;
- Professional agencies;
- Employee referrals;
- Network: clients and suppliers;
- Schools and universities: stages, career day, teachers.
- Candidatures;
- Employment agencies;
- Internet;
- *Executive search.*



# THE INTERNAL MARKET

It is the result of internal mobility policies or human resources development actions.



## ○ Advantages:

- Simple and inexpensive process;
- Increases organisational identity.

## ○ Disadvantages:

- Absence of new ideas and competencies.



# THE TOOLS

- *Job posting* and intranet;
- Employee referrals;
- Internal mobility.





# THE INSTANTANEOUS MARKET

It is characterised by rapidity and flexibility in the identification and the use of resources.



## ○ Advantages:

- Flexibility in entrance and exit;
- Rapidity of responses;
- Possibility of contacting different personalities.

## ○ Disadvantages:

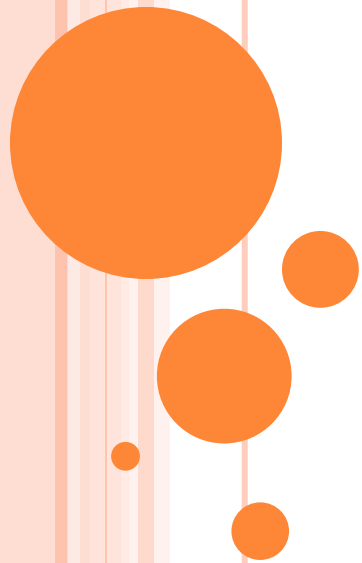
- Lack of future scenarios and job security;
- Brain drain.



# THE TOOLS

- Overtime;
- Outsourcing;
- Temporary work: consultants, day workers, self-employed workers, staff leasing, workers provided by employment agencies.

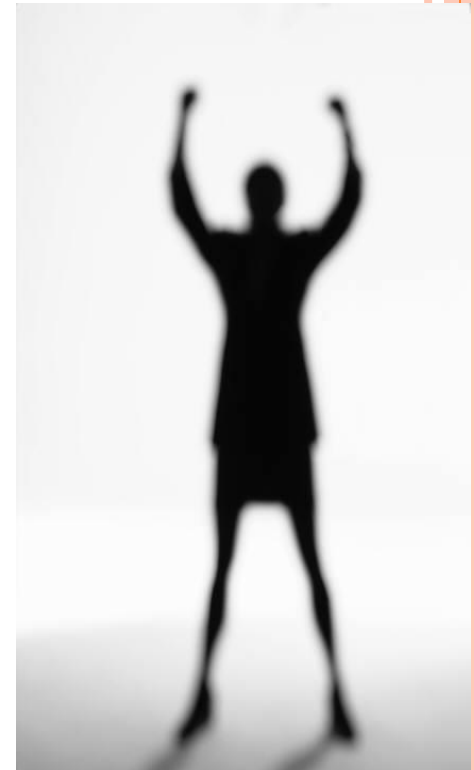




*The Path*

# THE PATH

- ***Job description:*** analytical written description of duties, tools, links, responsibilities of each job.
- **Person Specification:** written description of personal factors required for each position (professional and physical requirements).



# THE JOB DESCRIPTION

The definition of the ideal profile has to be based on an accurate job description that allows to:

- Identify the factors really correlated to a satisfying performance;
- Distinguish between the essential requirements and the desiderata.

These elements must be objectively identified.

They cannot be sources of discrimination.



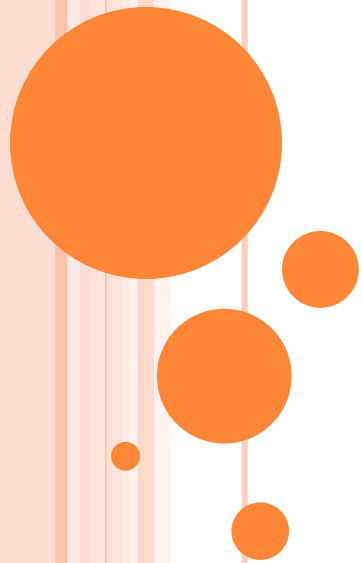
# THE PERSON SPECIFICATION



It includes a variety of characteristics:

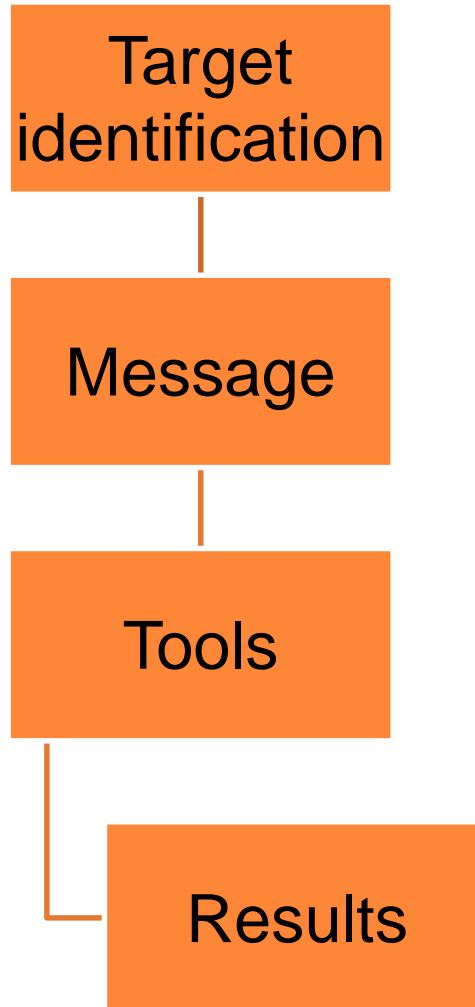
- Personal qualities and personality factors correlated to good performances;
- Experiences related to particular positions in specific sectors;
- Education degrees, certifications and competences required by the position.
- Results gained in terms of projects and objectives;
- Availability to transfer;
- Availability to particular working hours;
- Sharing of some elements of the organisational culture;
- Expectations and needs of the candidate.





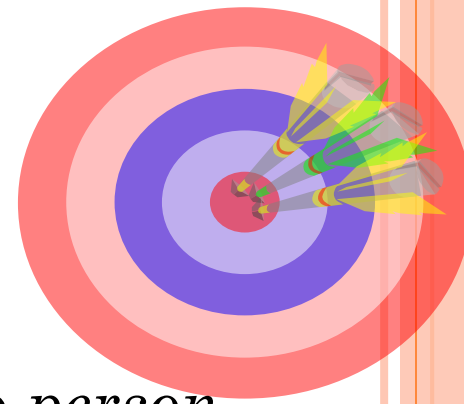
## *The Search*

# THE STEPS OF THE SEARCH





# THE TARGET IDENTIFICATION



- It is the result of the *job description* and the *person specification*;
- It concerns the choice of the candidates both in qualitative and quantitative terms;
- The segmentation of candidates can be useful (by education, professional experiences, personal data, motivation, ...);
- It is essential to differentiate passive candidates from active candidates.



# THE MESSAGE



An effective message should contain the following elements:

1. information;
2. format.



# THE MESSAGE: INFORMATION

- Name or type of company;
- Job title and main characteristics;
- Place of work;
- Remuneration, benefits, ... (optional).
- Characteristics of the candidate;
- Contact procedure;
- Privacy law.

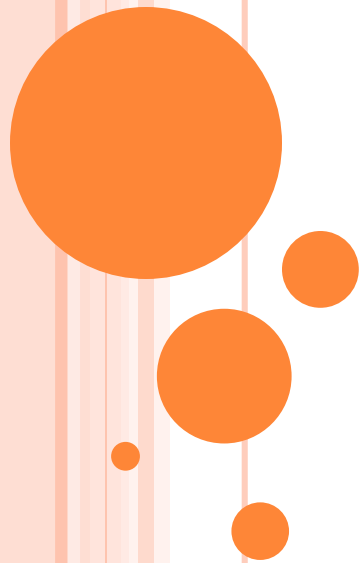


# THE MESSAGE: FORMAT



- The communication tools:
  - via radio;
  - press;
  - virtual.
- The priorities:
  - the most important is the position;
  - other elements.



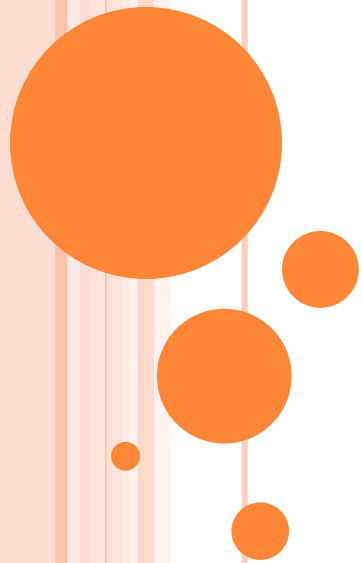


## *The Traditional Recruitment*

# THE TRADITIONAL RECRUITMENT

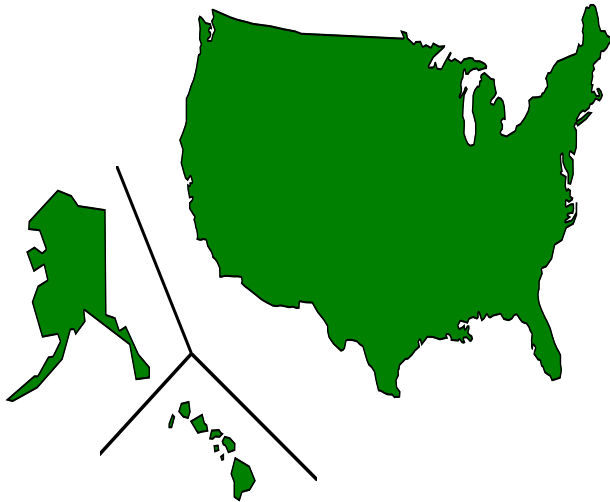
- Word by mouth
- Schools & Association
- Advertisement
- Consultants





## *The Internet Recruitment*

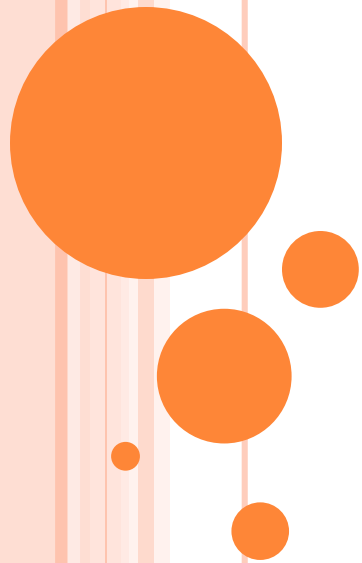
# THE INTERNET RECRUITMENT



- In the USA, 88% of companies have a web site focused on the internet recruitment;
- 100.000.000 curricula;
- Each curricula is sent at least to 5 different companies;
- Each offer is present in at least 11 web sites;
- The majority of companies that deal with e-recruitment is listed on the stock exchange.
- The internet recruitment can be oriented to either passive candidates or active candidates.







## *The Passive Internet Recruitment*

# TWO TYPES

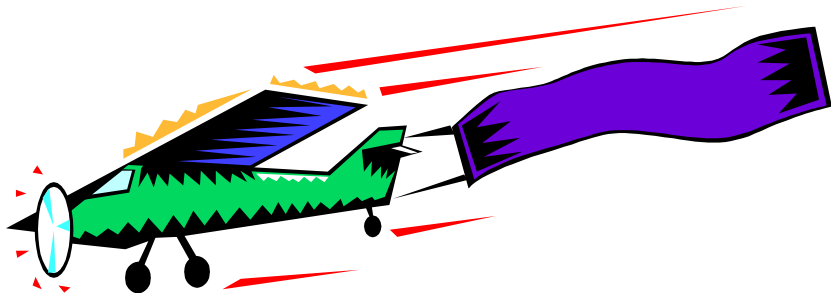


It refers to:

- job advertising;
- job posting.



# JOB ADVERTISING



It refers to the use of networks and websites focused on recruitment. The principle is very similar to the use of newspapers and magazines for advertising ads.



# JOB ADVERTISING

- Active candidates respond to this type of ads;
- The success depend on the website attractiveness;
- The website may also offer:
  - The database of candidates;
  - The management of the screening process;
  - A pre-screening process through tests and questionnaires.



# JOB ADVERTISING: ADVANTAGES



- Low costs (1/6), larger areas, therefore higher effectiveness;
- Continuous availability (24/24);
- No limits of territory;
- Easy to use;
- Rapid answers.



# JOB ADVERTISING: DISADVANTAGES



- Need of being selective in the choice of websites;
- Large number of candidates;
- Need of being creative and attractive;
- Longer selection processes;
- Each website has different instructions.



# JOB POSTING



- It consists in the use of the website (or part of it) for announcing a vacant position in the company.
- Since the website has different objectives, candidates who use this tool generally know well the company, its products and its culture.

# JOB POSTING: ADVANTAGES

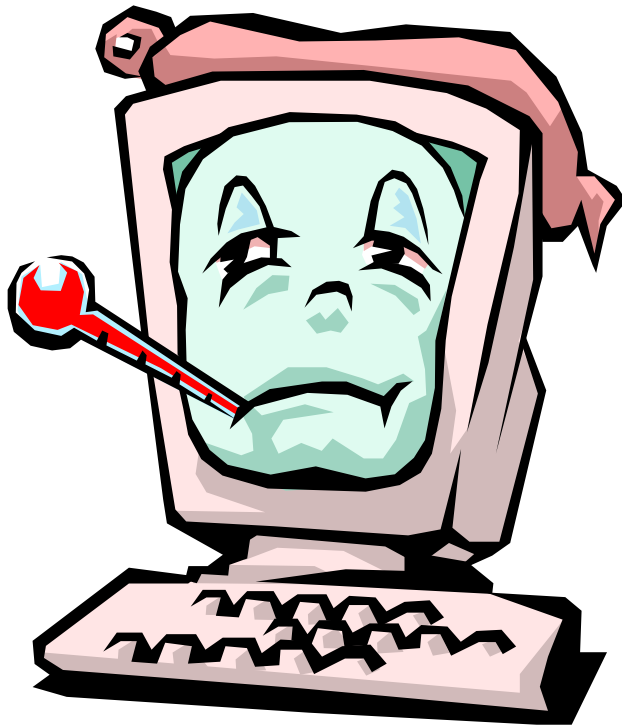


- No limits of time and space;
- Rapidity and simplicity;
- Lower number of candidates;
- Contacts are usually more focused.



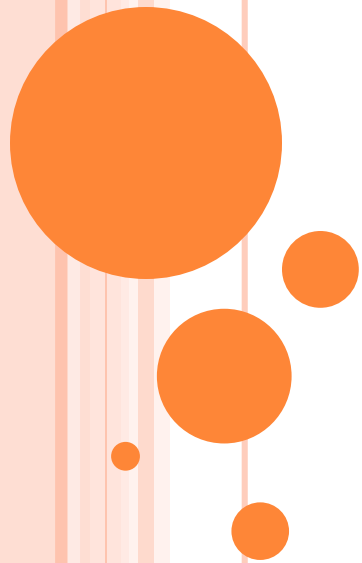


# JOB POSTING: DISADVANTAGES



- Due to the low number of contacts, it is considered as a complementary tool to something else;
- It does not allow anonymity; therefore, there might be pressures above all from employees.





## *The Active Internet Recruitment*

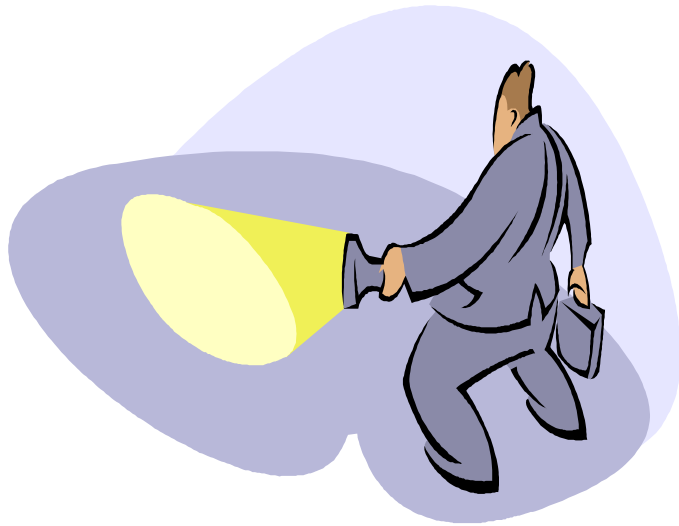
# THE ACTIVE INTERNET RECRUITMENT



- Curricula on the web;
- On-line databank;
- Web;
- Newsgroup;
- Associations.



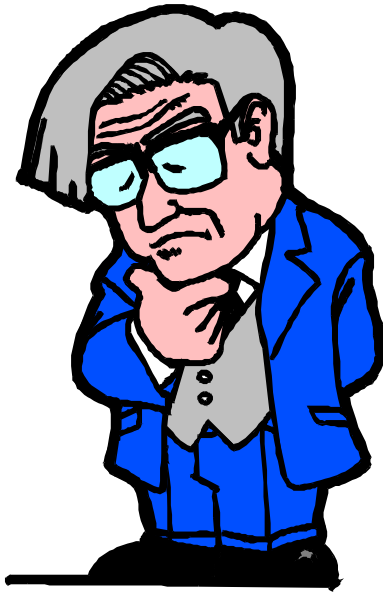
# THE ACTIVE INTERNET RECRUITMENT: THE EXPERT



- To have an extensive use of the search systems;
- To gather and to classify information;
- To develop a system for the control of sources;
- To direct candidates towards own website in order to reinsure candidates.

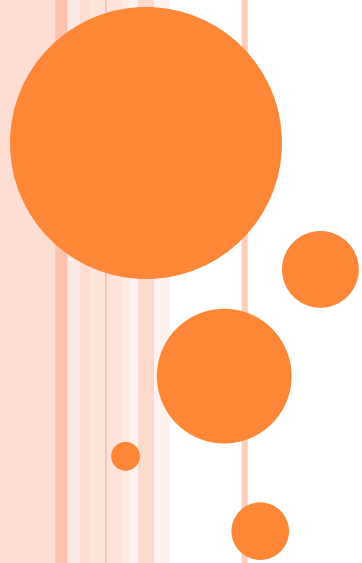


# SOME CONSIDERATIONS



- It is necessary to make a comparison with more traditional tools;
- It has great potentialities even in terms of selection processes;
- It requires a strong integration with other methodologies used.





## *The Screening*

# THE SCREENING

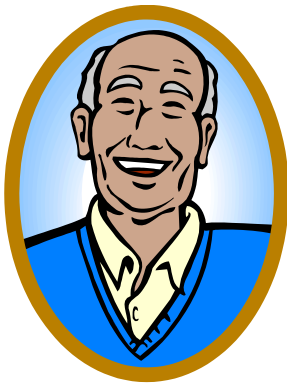


The screening is meant to decrease the number of candidates from whom to require more information.

For higher and specialised professional profiles it is not necessary to do the screening since it is possible to apply directly the more advanced selecting tools.



# THE SCREENING

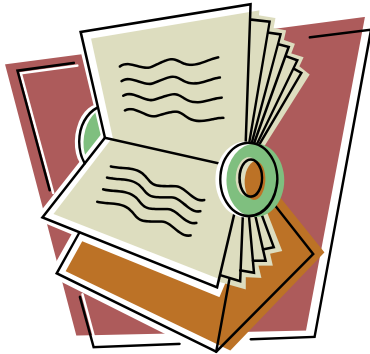


- The screening starts from the competencies coming from the job analysis and the person specification.
- In selection processes involving a large number of candidates, the screening is usually focused on formal aspects.
- The most used techniques is the CV.



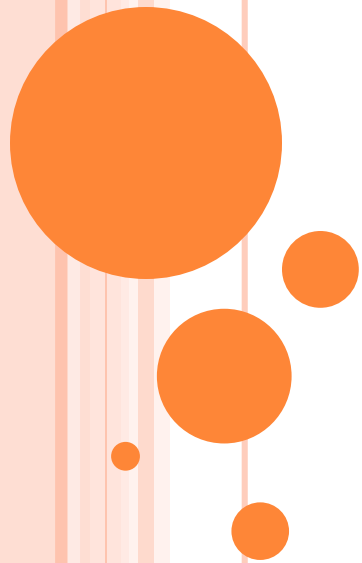


# THE CV



- The CV is a very common tool.
- It allows to be personalised maximising the strengths and minimising the weaknesses.
- The CV requires specific competences by the selector because it is not easy to compare information.





## *The Job Interview*

# THE JOB INTERVIEW



- The interview is the most common tool in selection processes, and therefore it is also the one that frequently is managed in an incorrect way.
- It carries problems of distortion and ineffectiveness.
- It has to be accurately planned.

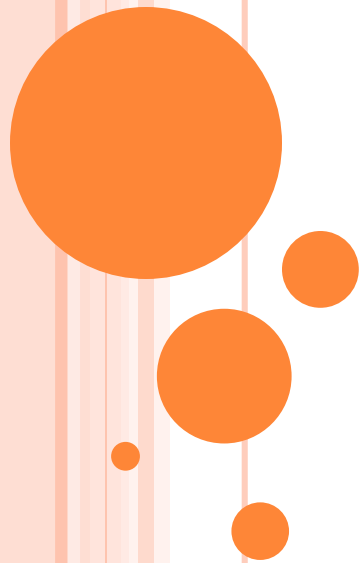


# THE JOB INTERVIEW



- It is one of the few occasions in which there is an exchange of information that can result in reciprocal positive and negative effects.
- It is the right time to ask for clarification on the job description.
- The balance of the interview is not necessarily in favour of the selector.
- During open days and career days, the advantages are on the candidate's side.
- The interview, although expensive, can also be a tool of screening.





## *The Types of Interview*

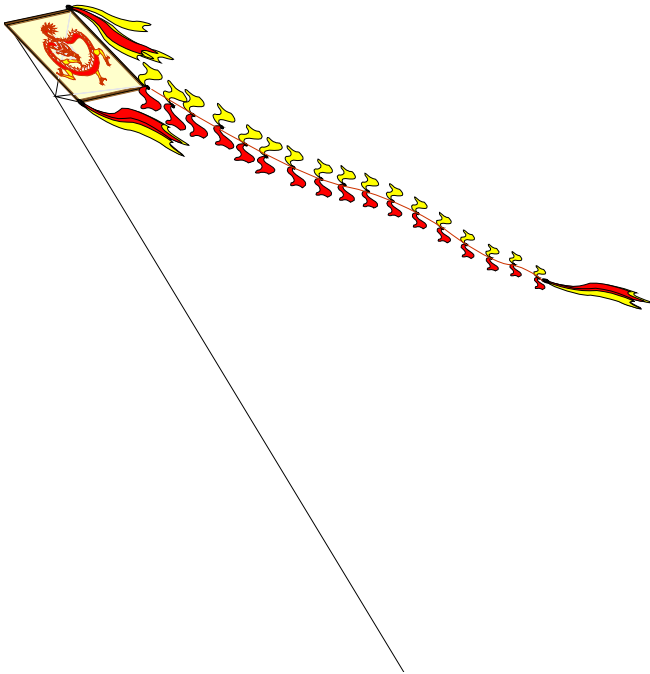
# THE TYPES OF INTERVIEW

- The unstructured interview.
- The structured interview:
  - The Situational interview.
  - The Behaviour Description Interview (BDI)
  - The Comprehensive Structured Interview (SI)



# THE UNSTRUCTURED INTERVIEW

- It follows a natural process starting from the CV, the experiences, the training and the expectations of the candidate.
- A high degree of freedom is let to the candidate in order to make her/him feel comfortable.
- The key competence is in the ability to listen and to minimise the perceptual errors.
- It is not easily comparable, therefore it needs a checklist.



# THE STRUCTURED INTERVIEW



- This method is focused on the indicative behaviours of the required competences.
- It may imply supplementary questions.
- It allows comparisons.
- It can be stored in a databank.



# THE SITUATIONAL INTERVIEW



- The situational interview starts from the assumption that behavioural intentions in similar situations are predictive of the individual behaviour.
- The work analysis is developed through the critical incidents related to important dimensions.
- To each question is associated a relative score.
- It is essential to test the psychometric capability of questions.



## THE BEHAVIOUR DESCRIPTION INTERVIEW

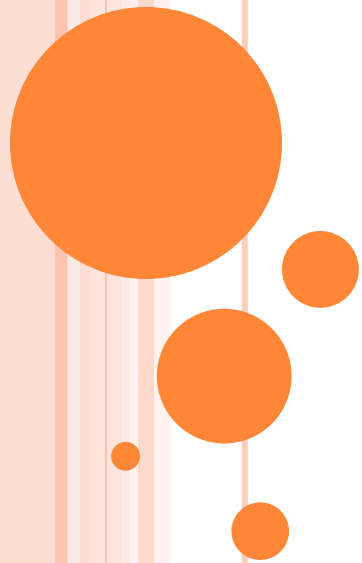
- The BDI considers as predictive element the past behaviour.
- It has a path similar to the one developed for the situational interview but it entails deepening questions.
- It concentrates on the average performance (capability to collaborate, effort, organisation, reliability, punctuality, ...), rather than the best performance.
- There is a difference between candidates with specific experiences and the others.
- To each answer is assigned a relative score.



# THE COMPREHENSIVE STRUCTURED INTERVIEW

- Situational questions.
- Questions regarding the job knowledge.
- Job simulations.
- Questions about the requisites of people fulfilling the position.





## *Guidelines of an Effective Interview*

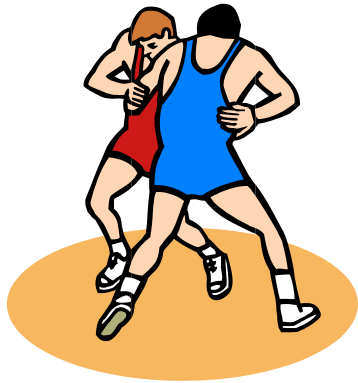
# THE EFFECTIVE INTERVIEW



- Timing: 30 minutes ... at least.
- Detailed preparation.
- Smooth climate.
- Control: quality and time.
- Deepening questions ... but not intrusive.
- Transparency.
- Taking notes.
- Close the interview with a checklist.
- Evaluation.

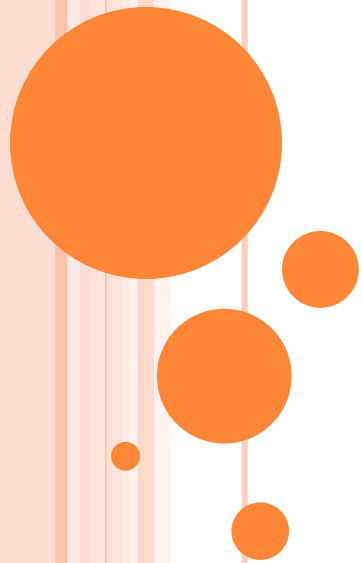


# CRITICAL ASPECTS



- The structured interview shows a stronger predictive capability.
- The unstructured interview is suggested for the first contact.
- The choice among the different interviews should be the result of a cost/opportunity analysis.
- The interview can be done one to one, in panel, series and group.





## *The Assessment Centre*

# THE AC



- The assessment centre is a complex process for the evaluation of behaviours through different techniques that aim at measuring competences and capabilities.
- It is a team process (8, 12 o 24) that is observed by a panel of evaluators who are then called to express an evaluation for each candidate.
- The AC may be used not only for a selection process, but also for a career development process.





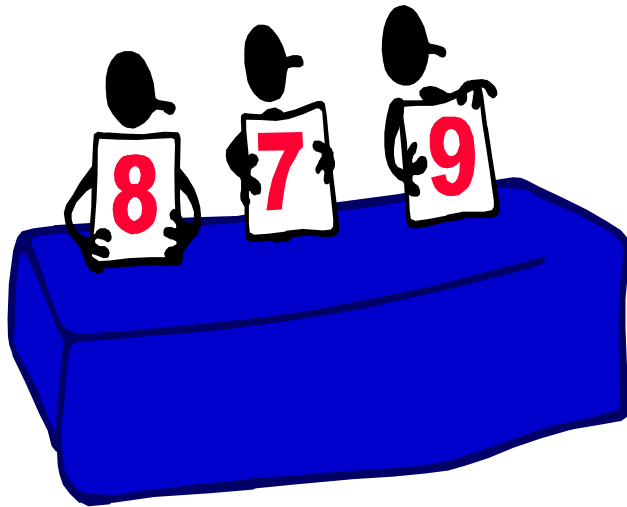
# THE PILLARS OF AC



- Each technique used in an AC process makes available a section of the image of the candidate.
- The AC is based on a variety of independent evaluations produced by diverse observers. The shared and final decision emerges from a process of comparison.



# THE OBSERVATION



- The observation can be developed either in vertical order (each evaluator follows only some candidates), or in horizontal order (each evaluator follows a section of the process for all candidates).
- In both cases, however, all evaluators have to participate to the final evaluation.



# THE AC PROCESS: 4 STEPS

1. Identification of competencies to analyse through the job analysis and the person specification;
2. Identification of the more effective technique for measuring each key competence (time and resources);
3. Preparation of selecting tools;
4. Selection and training of the evaluators' panel.



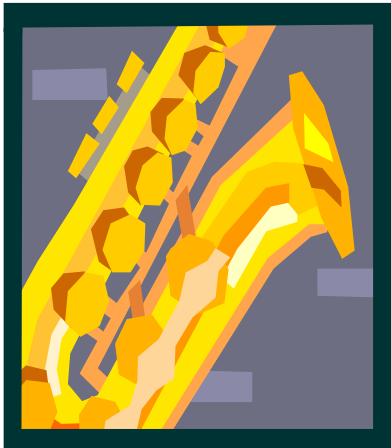
# THE TOOLS



- The choice among the different tools is related to the dimension to measure (oral communication, planning and organising, use of delegation, control, decisional capability, initiative, dealing with stress, adaptability, ...);
- In general terms they are performance tests under the form of simulation and role playing. They can also be traditional tools as ability tests and background interviews.



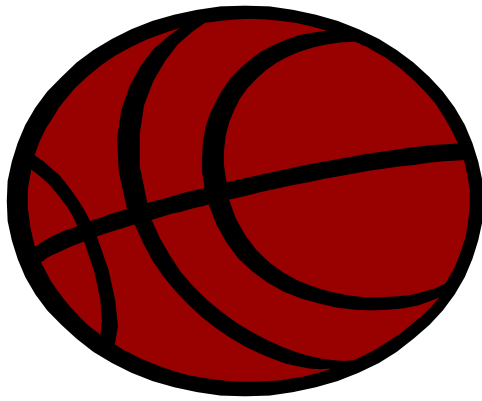
# THE TOOLS



- Each dimension is mapped through a structured evaluation system, so that a final evaluation of a candidate is comparable with the others.
- Among the performance tests there are:
  - The in-basket;
  - The leaderless group discussion;
  - The case analysis.



# THE TOOLS: THE IN-BASKET



- It is a simulation technique of administrative tasks related to a job;
- Generally it is an individual exercise relative to an urgent need;
- It can be completed through an interview.



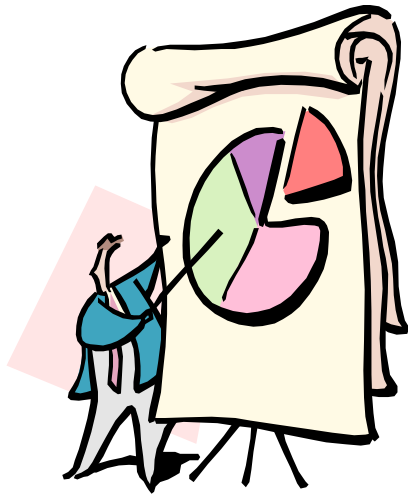
## THE TOOLS: THE LEADERLESS GROUP DISCUSSION (LGD)



- The LGD simulates the interaction of small groups towards the solution of a common problem;
- The problem is structured so that either collaboration or competition is emphasised.
- Each participant might have a precise role;
- It aims at measuring intercommunication skills, persuasive and adaptive capabilities, flexibility, leadership, stress management, ...



# THE TOOLS: THE CASE ANALYSIS

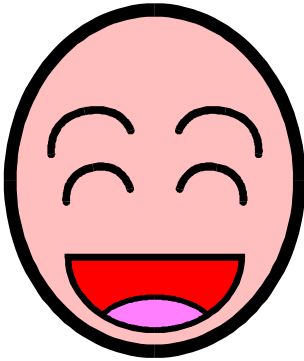


- It is related to a specific problem typical of the job;
- It concerns functional and technical issues;
- For higher positions, it concerns cross-functional issues;
- It measures the analysis, planning, organising and decision making skills.





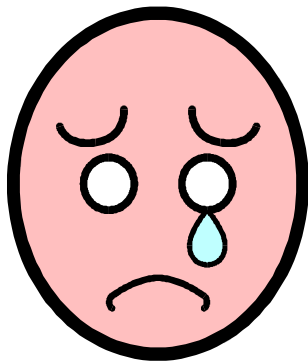
## MOREOVER ...



- It is more effective for higher profiles;
- It allows to have a balanced and complete evaluation;
- It is perceived positively since it provides a feedback to participants.



## MOREOVER ...



- It is very expensive because it requires the involvement of many professionals;
- It is time consuming for organisers and candidates.



The left side of the slide features a series of vertical stripes in shades of brown, tan, and white. To the right of these stripes are several orange circles of varying sizes, arranged in a cluster. The text 'INTERNATIONAL CONTEST' is positioned to the right of these decorative elements.

# INTERNATIONAL CONTEST

- The myth of “Global Manager”
- Selection Criteria
- Dual Career Couples



# THE MYTH OF THE “GLOBAL MANAGER”

## ○ MYTH 1

- There is an universal approach to management

## ○ MYTH 2

- People can acquire multicultural adaptability and behaviours

## ○ MYTH 3

- There are common characteristics shared by successful international managers

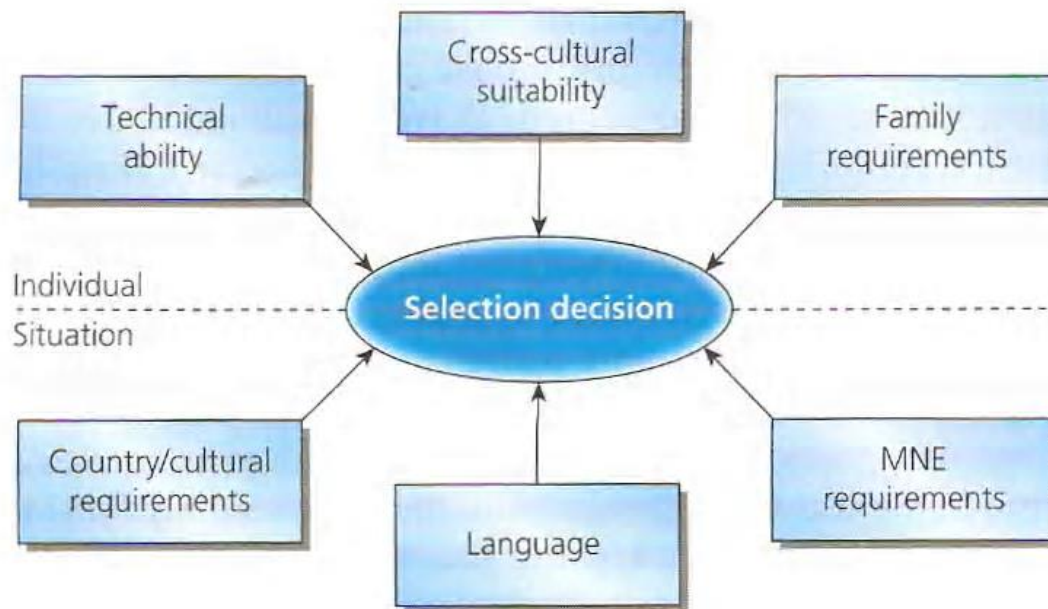
## ○ MYTH 4

- There are no impediments to mobility



# SELECTION CRITERIA

## Factors in expatriate selection



# DUAL CAREER COUPLES

## ○ **Alternative assignment**

- Short term assignment
- Unaccompanied assignment
- Business Travel instead of assignment
- Virtual assignment

## ○ **Family Friendly Policies**

- Inter-company Networking
- Job Hunting Assistance
- Intra Company Employment

