

Recruitment process

STAGES

1 Creating vacancy information

- × draft of a *Job Description and Person Specification*

2 Advertising a job

- × **Media**

3 Shortlisting candidates

- × **Selecting and inviting candidates for the interview**

STAGES

4 Interviewing candidates

- × **Accepting or rejecting them**

5 Appointing candidate

- × **email copy of the contract and starter information**

6 Candidate accepts and is employed

JOB INTERVIEW - RULES

- × **Candidate** is supposed to carry 80-85% of the total conversation
- × **The panel of interviewers** should clear up points on the application form and encourage the candidate to talk
- × **Interviewers** - only questions that are directly related to the job - so called "W" questions-who, what, when, where, and why

TYPES OF QUESTIONS

Direct questions - short answers and specific information

+ *Why did you apply for this position?"*

Open ended questions - valuable information showing attitudes and feelings, and organizing thoughts

+ *Tell us about your job at XYZ company*

Behavioral questions – candidate is required to analyze a situation and can reveal his/her experience

+ *Describe an experience when you...*

FORBIDDEN QUESTIONS

- + Questions dealing with areas that are not job performance related
- + gender
- + age
- + race
- + religion
- + marital status
- + medical conditions - questions about reasons and disqualification because of disability

CONFUSING QUESTIONS

Tell me your three weaknesses

When Warwick graduated from the college, he took an interview for a position of marketing representative at a major company. The hiring manager asked him about three weaknesses. He had 60 seconds to answer the question.

- × Warwick got nervous and answered that his first weakness is that sometimes he is too enthusiastic.

The interviewer asked if enthusiasm is a weakness. The answer was that the best results are when people are enthusiastic but not too enthusiastic because colleagues and customers may not feel comfortable.

CONFUSING QUESTIONS

- × Show how the applicant behaves under the **pressure**
- × What kind of animal would you like to be?
- × How do you imagine yourself in 5 years time?
- × What are the characteristics of an ideal boss?
- × How many cars can you find in Australia?
- × Why did you leave your previous job?

MISTAKES AT THE JOB INTERVIEW

- × **1 Dressing inappropriately – formally or casually**
clothes depend on the kind of job
- × **2 Poor Communication Skills**
non-verbal signals – shaking hands, making eye contact,
being assertive
- × **3 Talking too much**
answers should be short, to-the-point and focused on the
topic

MISTAKES AT THE JOB INTERVIEW

4 No information about the company

- ✘ background information including company history, location, divisions, and a mission - company websites

5 Not talking enough

- ✘ not answering a question with a word or two
- ✘ full answers

MISTAKES AT THE JOB INTERVIEW

6 Badmouthing Past Employers

- × speaking about a previous boss as an idiot
- × The interviewer can know the person
- × the applicant could say the same about his or her company if accepted and then dismissed

RECRUITMENT IN ANGLO-SAXON COUNTRIES

- × **Conventional methods** – newspapers, magazines, radio and TV advertising, IT – applicants form overseas –video-conferences, **headhunting**
- × preference – trained employees
- × do not show salaries and other benefits
- × interviewers - careful about **discrimination** – gender, race, colour, religion, nationality, pregnancy, disability – special laws

RECRUITMENT IN JAPAN AND SOUTH KOREA

- × big effort in recruitment of **blue-collar workers**
- × hiring friends and acquaintances – **a word of mouth**
- × young hard-working **adaptable** employees – will be trained by the company
- × **new recruits** – 3-6 months – collective training to be included in organizational culture
- × **headhunting** – to have skilled and talented professionals from competitors


RECRUITMENT IN CHINA

- × before 1990 – **centralized** –through local offices, the system has been changing
- × today - HR plan approved by a ministry, but companies can recruit staff
- × rules similar to Western ones, but still –**nepotism**
- × personal connections – ***guanxi***
- × to overcome them – examinations and tests in public sector organizations

RECRUITMENT IN SCANDINAVIAN COUNTRIES

- × recruitment from **managers within organization**
- × only about 40% -advertising
- × **Websites and internet** – very popular
- × interviews – **clearly structured** - 1 hour
- × focus on professional interests, expertise and accomplishments
- × **education** – life-long learning, especially vocational

RECRUITMENT IN ARAB COUNTRIES

- × **connections** – family members, relatives and friends
- × little relation with **achievements and competencies**
- × word of mouth – *wasta*
- × job descriptions can be made after accepting a person
- × Algeria – 80% employees are known to employers  **trust and loyalty**

CASE STUDY 1

- × No couple was allowed to have more than one child and sometimes females must have a permission of their employer to get pregnant. Many employees are not allowed to move to another region and to speak to foreigners without approval of their managers.
- × Chinese officials – rules – the way to avoid social and political conflict
- × Do you agree with this argument?

CASE STUDY 2

- × As a manager of a multicultural company you want to invite your work colleagues for a party to your home
- × You have a problem because people you want to invite are differentiated – religion, eating and drinking habits

CASE STUDY 2

- × It is easy to distinguish - 3 ethnic groups.
- × **Group 1** – modest clothes, women – headscarf, lamb and chicken, no alcohol, regular prayers
- × **Group 2** – Chinese clothes, pork and alcohol
- × **Group 3** –Indians– special clothes and women wear sari, no beef, vegetarians, no alcohol.
- × All the groups love socializing and respect each other s customs and religions.

SOLVE THE CASE STUDY

- × Consider the following scenarios:
 - Invite each religious group separately
 - Invite all and provide food and drink you like
 - Invite all and don't provide pork, food and alcohol

TASK

- × Create your own case study related to recruitment in various cultures.
- × Find relevant information in the media.

BAD INTERVIEW

[HTTPS://WWW.YOUTUBE.COM/WATCH?V=KRIVD9-9A8U](https://www.youtube.com/watch?v=KRIVD9-9A8U)

+ To apply for a job

× Application

× Applicant/candidate

× <https://www.youtube.com/watch?v=kriVD9-9A8U>