

Selection and recruitment

A Pre-reading

Read the text and match the correct headings (a-f) to each of the paragraphs (1-4) Two of the headings do not match the text.

- a. Why recruitment and selection are more important for some kinds of job than others
- b. Where and how should companies be looking for new employees?
- c. The central importance of recruitment and selection for companies
- d. The difference between selection and recruitment
- e. How companies can make sure that they are recruiting the best candidates for the job
- f. Why individual differences between employees are so important for recruitment and selection

The crucial role of recruitment and selection

1.

When one looks at the size of the recruitment industry around the world, it seems that the people involved in this industry act as if recruitment and selection is the most important human resource function. The research on the key role of ability in explaining performance suggests that they are right to do so. Failure to recruit workers with appropriate skills will cause a firm to fail or, at the very least, not to grow properly. Firms need to attract and encourage people with the kind of abilities that will make the organization productive.

2.

While firms should aim to recruit effectively at all levels of ability, the need to recruit successfully is particularly important where the ability to take difficult decisions or special combinations of skills is required in the work. As job complexity increases, so does the range of human performance. Thus, as we move up from low complexity work (such as routine clerical work) to jobs where greater ambiguity is involved in decision making, differences in skills and judgement become more significant and have greater consequences for the organization.

3.

It is quite possible for one professional, such as a lawyer or an IT consultant, to be several times better than another at the same task. The phenomenon of large performance variation is also commonly

recognized in sales work, such as insurance sales. Some people simply lack the blend of intelligence and personality traits needed (such as a friendly manner plus the ability to pursue the sales deal and not be deterred by rejections) and these people should not be recruited at all. Among those who do have the necessary abilities, the performance range will still be enormous. In Anglo-American countries, at least, firms commonly find they need 'sales compensation packages' which allow high achievers to earn more money according to a system that is better linked to their personal productivity.

4.

Recognizing the crucial role of ability in performance, the literature on recruitment and selection is vast. In terms of highlighting the key messages in this literature, it is important to make a distinction between selection practices and recruitment strategies. Selection is about choosing among job candidates. It is about how to make fair and relevant assessments of the strengths and weaknesses of applicants. It is concerned with the value of particular selection techniques. Recruitment strategy is best understood as the way in which a firm tries to find or attract people among whom it will ultimately make selections. Recruitment strategies include attempts to make the organization an attractive place to work and attempts to reach better candidates.

Adapted from *Strategy and Human Resource Management* by Peter Boxall and John Purcell, pp. 194-195
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B Vocabulary 1: Synonyms

Without looking back at the text, try to remember the words used in the text that have similar meanings to the ones in the definitions and fill in the gaps. Then, look back at the text and check your answers.

- condemn a firm to failure or to restricted growth
d _____ a firm to failure or to s _____ growth
- to help (an employee) be successful and develop
to n _____ an employee
- to recruit in an intelligent manner
to recruit a _____
- differences are more noticeable
differences are more p _____
- the combination of the ability to understand and analyze problems and the personality characteristics needed
The b _____ of c _____ abilities and personality t _____ needed
- to find the right people
to s _____ or attract people

C Vocabulary 2: Academic writing

Look at the excerpt from the text in the box below. There is often more than one way to say the same thing in academic writing. Sometimes we use an equivalent expression simply to introduce some variety.

Selection **is about** choosing among job candidates. It **is about** how to make fair and relevant assessments of the strengths and weaknesses of applicants. It **is concerned with** the value of particular selection techniques.

Look at these words and expressions used in the text and decide which is the best equivalent: a or b.

- | | |
|---|---|
| 1. <i>act as if</i> [paragraph 1, line 3]
a. pretend that
b. behave as if | 5. <i>which allow</i> [paragraph 2, line 24]
a. which authorize
b. which enable |
| 2. <i>at the very least</i> [paragraph 1, line 8]
a. at best
b. at worst | 6. <i>particular</i> [paragraph 3, line 11]
a. specialized
b. specific |
| 3. <i>are more consequential for</i> [paragraph 2, lines 10-11]
a. have greater consequences for
b. give stronger consequences for | 7. <i>ultimately</i> [paragraph 3, line 14]
a. eventually
b. probably |
| 4. <i>large performance variations</i> [paragraph 2, line 14]
a. significant changes in performance
b. big differences in performance | |

D Comprehension: Words with more than one meaning

Look at the excerpts from the text in the boxes below. Then, decide which of the two definitions best matches the meaning of the word in bold as it is used in the text.

While firms should aim to recruit effectively at all levels of ability, the need to recruit astutely is particularly important where higher levels of **discretion** or specialized blends of skills are required in the work.

1. In this sentence, the word *discretion* means:
 - a. to have discretion, i.e. to have the freedom or ability to make your own decisions at work
 - b. to show discretion, i.e. to keep information confidential in order to prevent problems or embarrassment for your employer

It is **quite** possible for one professional, such as a lawyer or an IT consultant, to be several times better than another at the same task.

2. In this sentence, the word *quite* means:
 - a. it is fairly / just about possible
 - b. it is completely / absolutely possible

Here are two more sentences (not from the text).

Disappointed candidates will often want to find out why they were not given the job.

3. In this sentence, the word *disappointed* means:
 - a. candidates who were not appointed
 - b. candidates who are upset because they were not appointed

Employers recruiting for high-level jobs are usually highly **discriminating** in their choice of candidates.

4. In this sentence, the word *discriminating* means:
 - a. they choose very carefully between the candidates
 - b. they treat some candidates less fairly than others

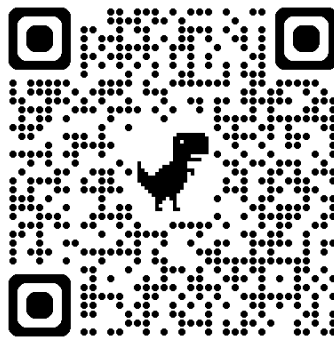
A Pre-listening

In what ways do you think the process of selecting and recruiting job candidates is different now compared with twenty years ago? Discuss your ideas in pairs or small groups and make notes. Then, listen to the conversation and make more notes. Which of the points that you discussed are (and aren't) mentioned?

B Comprehension

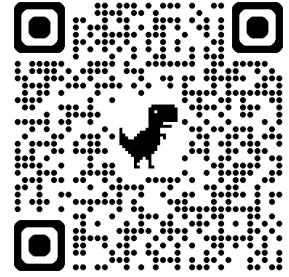
Listen to the dialogue and decide whether these statements are true (T) or false (F).

1. Nowadays, companies only advertise jobs on websites and only accept job applications online.
2. Companies that advertise jobs and manage recruitment on their own websites tend to be the bigger ones.
3. Companies only use recruitment agents to advertise jobs.
4. When recruitment agents manage the process of recruitment on behalf of a company, they do so independently of the company's HR department.
5. Nowadays, companies sometimes place advertisements simply to attract good candidates, rather than to advertise a specific job.
6. In the past, job interviews tended to be less organized and pre-planned than they are now.
7. Psychometric tests separately assess both a candidate's ability to do the job and whether their personality is right for the job.



TAKE- HOME TEST

● Read the questions below. Then, listen to the recording again and answer them.



1. What sorts of publications did job advertisements use to be placed in twenty years ago?
2. What term does the speaker use to describe the website page where recruitment agencies advertise jobs?
3. What term does the speaker use to describe advertisements that companies use to advertise themselves to job candidates (rather than advertising a specific job)?
4. What term does the speaker use to describe a person's general characteristics (i.e. their skills and personality) which make them suitable for a particular job?
5. What term does the speaker use to describe tests designed to assess candidates' personalities?
6. What term does the speaker use to describe a questionnaire where job candidates have to describe their own behaviour and attitudes?
7. What does Tom say are (a) the good consequences and (b) the bad consequences of online testing?

✓ Submission Deadline: 30/11/2024