

8 stages of recruitment

- Preparation
- Sourcing
- Applicant conversion
- Selection process
- Interview
- Reference/background checks.
- Decision on Recruitment
- Onboarding/hiring.

- At any organization, the pursuit of excellence begins with assembling a team of exceptional individuals who can drive innovation, productivity, and growth. The process of finding the right candidate, however, is no simple task. It requires a systematic and strategic approach that goes beyond mere interviews and resumes.
- And that systematic and strategic approach comes with a well-planned selection process. So let us now take a peek into the 8 steps of selection process that will help you hire the best employees.
- **Step 1: Identifying Job Requirements**
- The journey begins by clearly defining the job's requirements and responsibilities. This step sets the foundation for the entire selection process. A well-crafted [job description](#) will attract candidates who possess the skills and qualities needed to excel in the role.

- **Step 2: Sourcing Candidates**
- With the job requirements in hand, it's time to reach out to potential candidates. This step involves using a variety of methods such as online job boards, social media, networking, and even [employee referrals](#). The goal is to cast a wide net to ensure a [diverse pool of applicants](#).
- **Step 3: Initial Screening**
- Once the applications start rolling in, it's time to sift through them and identify the most promising candidates. Initial screening may involve reviewing resumes, cover letters, and application forms to ensure they meet the minimum qualifications.

- **Step 4: Conducting Interviews**
- The heart of the selection process lies in the interviews. Depending on the role, [interviews can take various forms](#) such as one-on-one interviews, panel interviews, or behavioral interviews. This step allows employers to assess a candidate's skills, cultural fit, and compatibility with the team.
- **Step 5: Skill Assessment**
- For roles requiring specific technical or practical skills, [skill assessment](#) tests come into play. These tests could range from coding challenges to practical exercises, offering a tangible way to evaluate a candidate's capabilities.

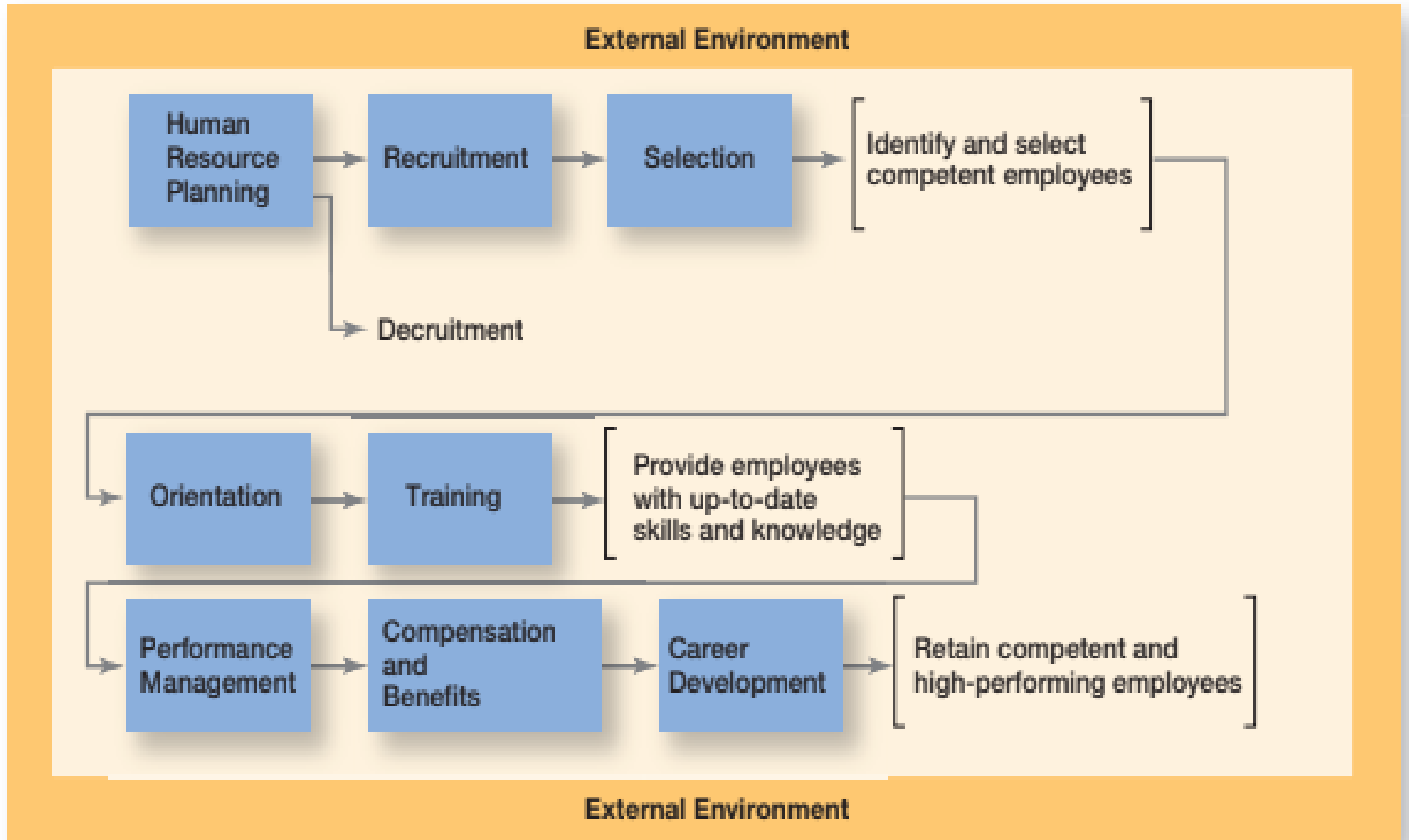
- **Step 6: Background Checks**
- Before extending an offer, it's crucial to verify the information provided by the candidate. [Background checks](#) help confirm a candidate's educational qualifications, work history, and any potential criminal records. This step ensures that the organization is making informed decisions.
- **Step 7: Making the Offer**
- Once the selected candidate passes all the assessments and checks, it's time to extend a formal job offer. This offer should include details about compensation, benefits, job responsibilities, and any other pertinent information.
- **Step 8: Onboarding**
- The final step in the selection process bridges the gap between selection and integration. [Onboarding](#) introduces the new employee to the organization's culture, values, and workflows. It sets the tone for a successful start to their journey with the company.
- **In conclusion**, the selection process is a multifaceted journey that involves careful planning, assessment, and communication. Each step contributes to the larger goal of bringing in the best talent and aligning them with the organization's objectives. By understanding these 8 essential steps, both employers and job seekers can navigate the selection process with confidence and grace. Remember, finding the right fit isn't just about filling a position – it's about fostering growth, innovation, and success for all parties involved.

Thank you!

Best Wishes!

Module 4

HRM functions



HRM PROCESS

EXTERNAL factors that affect the human resource management process

HRM process is influenced by the external environment.

Those factors most directly influencing it include

- the economy,
- employee labour unions,
- governmental laws and regulations,
- and demographic trends.

Conflict Management

4 steps To resolve Conflict

1. Communicate

- Open communication is key in a dispute. Expressing how you feel about the situation and sticking to the facts will let the other person know you're genuine in your actions. Focusing on the problem at hand and not what the other person did will avoid unnecessary conflict.

2. Actively Listen

- Listen to what the other person has to say, without interrupting. Try to be objective. Then, ask open-ended questions to make sure each side understands what the other person thinks and how he/she feels.

4 steps To resolve Conflict

3. Review Options

- Talk over the options, looking for solutions that benefit everyone. Do not feel pressured to come up with one answer immediately. Bring in objective third party for ideas, if necessary.

4. End with a Win-Win Solution

- This is the ultimate goal—to agree on an option that benefits both sides to some extent. When one party wins by aggressive behavior or one party simply gives in, someone is losing. And that means you get outcomes that do not resolve the underlying causes of the conflict.

CARE

Khun and Poole's model

- Khun and Poole (2000) established a similar system of group conflict management. In their system, they split Kozan's confrontational model into two sub-models:
- distributive and integrative.

Khun and Poole's model

- Distributive – Here conflict is approached as a distribution of a fixed amount of positive outcomes or resources, where one side will end up winning and the other losing, even if they do win some concessions.

Khun and Poole's model

- Integrative – Groups utilizing the integrative model see conflict as a chance to integrate the needs and concerns of both groups and make the best outcome possible.
- This model has a heavier emphasis on compromise than the distributive model.
- Khun and Poole found that the integrative model resulted in consistently better task-related outcomes than those using the distributive model.

DeChurch and Marks's meta-taxonomy

- DeChurch and Marks (2001) examined the literature available on conflict management at the time and Ni established what they claimed was a "meta-taxonomy" that encompasses all other models.

DeChurch and Marks's meta-taxonomy

- They argued that all other styles have inherent in them into two dimensions:
- activeness ("the extent to which conflict behaviors make a responsive and direct rather than inert and indirect impression").
- High activeness is characterized by **openly discussing differences of opinion** while fully going after their own interest.

DeChurch and Marks's meta-taxonomy

- Agreeableness ("the extent to which conflict behaviors make a pleasant and relaxed rather than unpleasant and strainful impression"). High agreeableness is characterized by attempting to satisfy all parties involved.

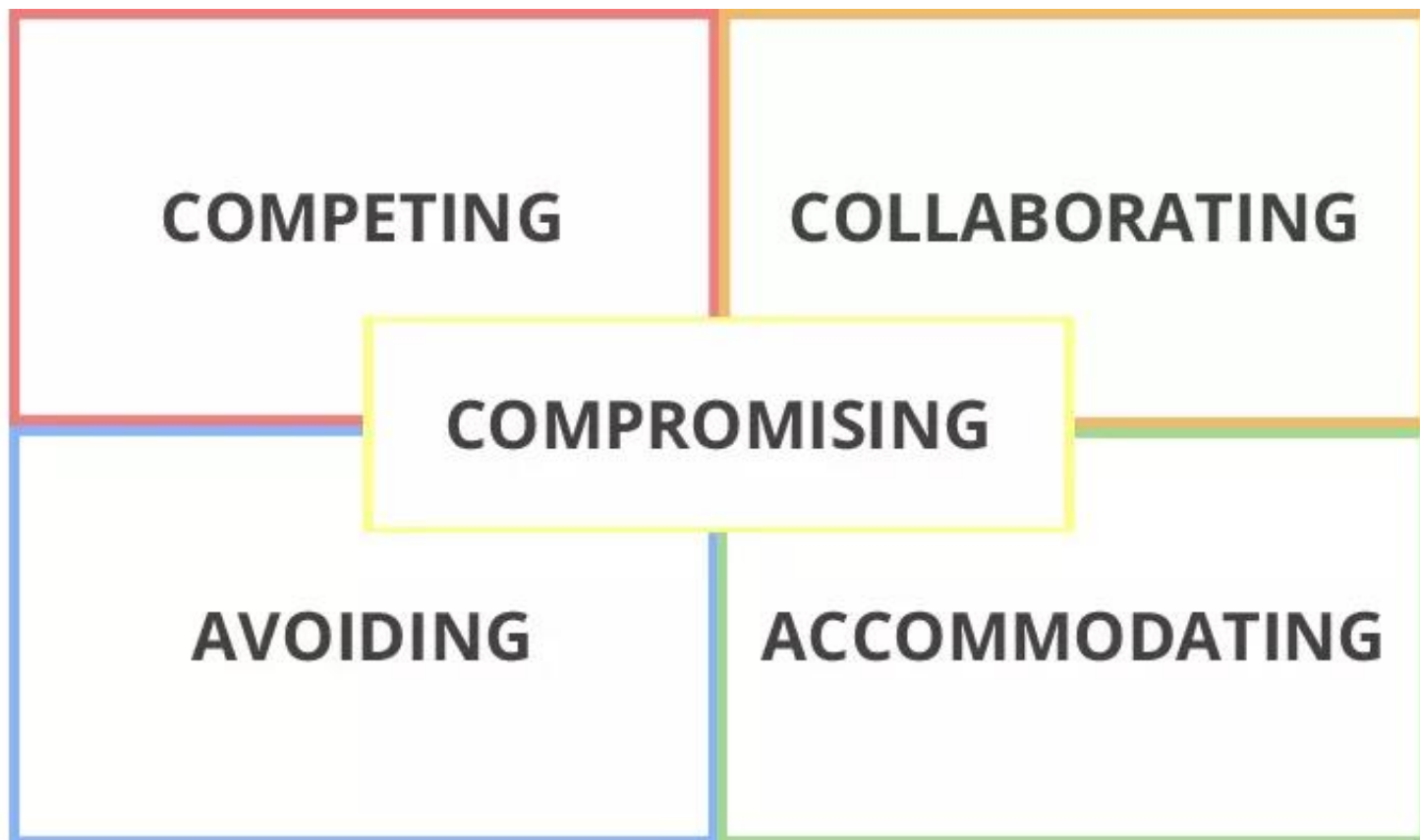
Rahim's meta-model

- Rahim created a meta-model (in much the same way that DeChurch and Marks, 2001, created a meta-taxonomy) for conflict styles based on two dimensions, **concern for self and concern for others**.
- Within this framework are five management approaches: integrating, obliging, dominating, avoiding, and compromising.

Rahim's meta-model

- Integration involves **openness, exchanging information, looking for alternatives, and examining differences to solve the problem in a manner that is acceptable to both parties.**
- Obliging is associated with attempting to minimize the differences and highlight the commonalities to satisfy the concern of the other party.
- Dominating in this style one party goes all out to win his or her objective and, as a result, often ignores the needs and expectations of the other party.
- Avoiding here a party fails to satisfy his or her own concern as well as the concern of the other party.
- Compromising involves give-and-take whereby both parties give up something to make a mutually acceptable decision.¹

HIGH
↑
ASSERTIVE
↓
LOW

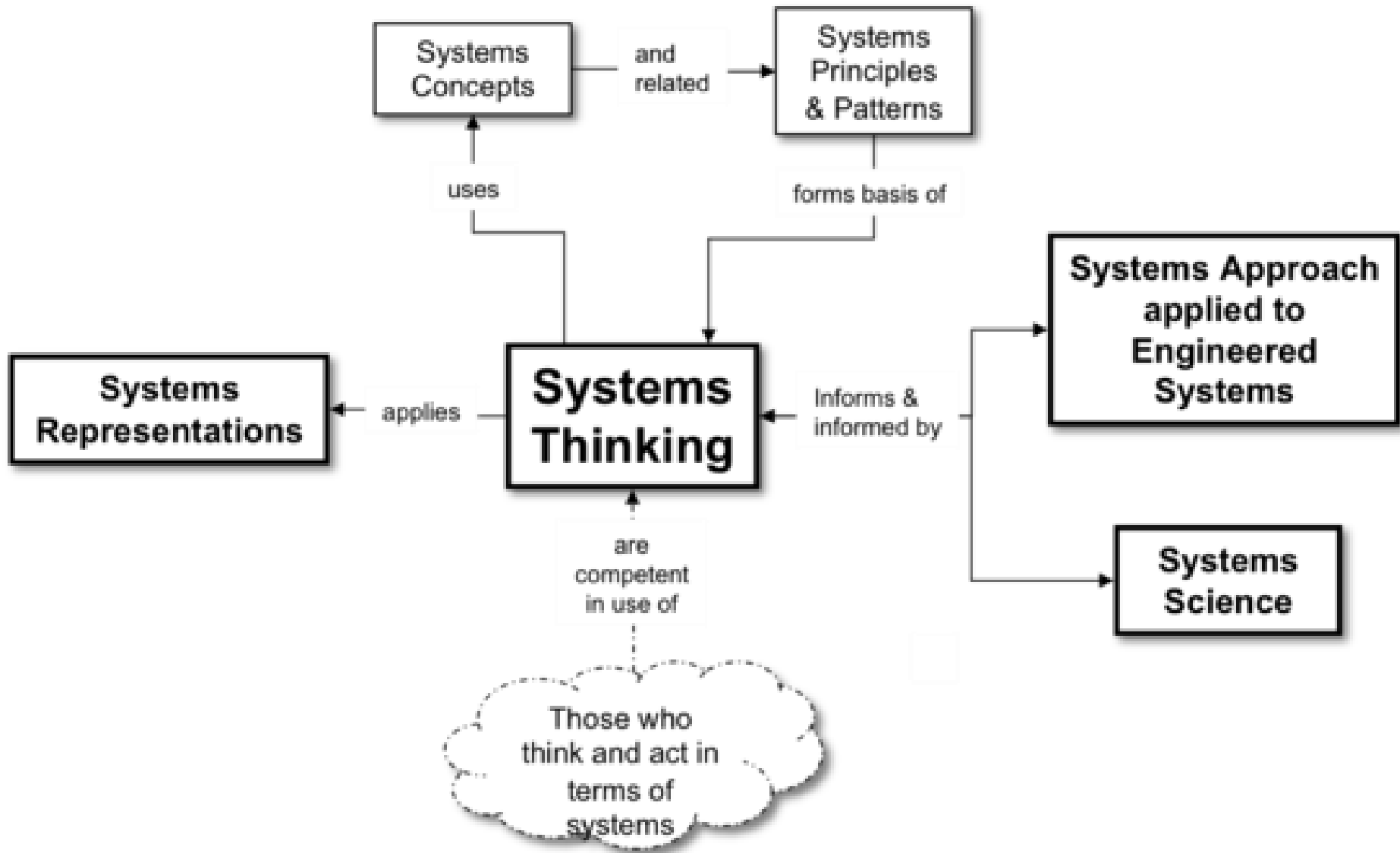


LOW ← COOPERATIVE → HIGH

Learning organization

Systems thinking

- The idea of the learning organization developed from a body of work called systems thinking.
- This is a conceptual framework that allows people to study businesses as bounded objects.
- Learning organizations use this method of thinking when assessing their company and have information systems that measure the performance of the organization as a whole and of its various components.
- Systems thinking states that all the characteristics of a learning organization must be apparent at once in an organization for it to be a learning organization.
- If some of these characteristics are missing then the organization will fall short of its goal. However, O'Keefe believes that the characteristics of a learning organization are factors that are gradually acquired, rather than developed simultaneously.



Personal mastery

- The commitment by an individual to the process of learning is known as personal mastery.
- There is a competitive advantage for an organization whose workforce can learn more quickly than the workforce of other organizations.
- Learning is considered to be more than just acquiring information; it is expanding the ability to be more productive by learning how to apply our skills to work in the most valuable way. Personal mastery appears also in a spiritual way as, for example, clarification of focus, personal vision and ability to see and interpret reality objectively.

Personal mastery

- Individual learning is acquired through staff training, development and continuous self-improvement; however, learning cannot be forced upon an individual who is not receptive to learning.
- Research shows that most learning in the workplace is incidental, rather than the product of formal training, therefore it is important to develop a culture where personal mastery is practiced in daily life.
- A learning organization has been described as the sum of individual learning, but there must be mechanisms for individual learning to be transferred into organizational learning.
- Personal mastery makes possible many positive outcomes such as individual performance, [self-efficacy](#), self-motivation, sense of responsibility, commitment, patience and focus on relevant matters as well as work-life balance and well-being.

Mental models

- Assumptions and generalizations held by individuals and organizations are called mental models.
- Personal mental models describe what people can or cannot detect.
- Due to selective observation, mental models might limit peoples' observations. To become a learning organization, these models must be identified and challenged. Individuals tend to espouse theories, which are what they intend to follow, and theories-in-use, which are what they actually do.

Mental models

- Similarly, organizations tend to have 'memories' which preserve certain behaviours, norms and values.
- In creating a learning environment it is important to replace confrontational attitudes with an open culture that promotes inquiry and trust.
- To achieve this, the learning organization needs mechanisms for locating and assessing organizational theories of action.
- Unwanted values need to be discarded in a process called 'unlearning'.
- Wang and Ahmed refer to this as 'triple loop learning'. For organizations, problems arise when mental models evolve beneath the level of awareness. Thus it is important to examine business issues and actively question current business practices and new skills before they become integrated into new practices.

Performance evaluation

Why Use Employee Evaluation?

- Remind workers what their managers expect in the workplace
- Provide useful feedback about job performance
- Inform employment decisions such as promotions, pay raises, and layoffs
- Understand employee strengths and weaknesses

Why Use Employee Evaluation?

- Plan employee training and development programs
- Set performance goals and standards
- Understand what tools employees need to achieve their job responsibilities
- Inform recognition and reward
- Identify highly proficient workers with leadership potential

Known to Self

Unknown to Self

Known to Others

OPEN SELF

Information about you that both you & others know.

BLIND SELF

Information about you that you don't know but others do know.

Unknown to Others

HIDDEN SELF

Information about you that you know but others don't know.

UNKNOWN SELF

Information about you that neither you nor others know.

Employee and reviewer information

- The form must have basic information about both parties involved. This includes but not limited to:
- Employee Name
- Department
- Employee ID
- Position Held
- Reviewer Name
- Reviewer Title

Review period

- Employee review forms should specify the review period and the date the evaluation was held. This is to determine the progress of the employee since the last time he or she has been assessed.
- **An easy-to-understand rating system**
- It's important to clarify your rating system so that employees understand why they are receiving a specific grade. Commonly used performance rating systems include 1 to 10 and “unsatisfactory” to “excellent”.

Best Practices For Creating Effective Employee Evaluation Forms

- A recent report says that 65% of employees believe performance evaluations are not relevant to their jobs. The article titled *“People Don’t Want to Be Compared with Others in Performance Reviews. They Want to Be Compared with Themselves”*, goes on to say:
- *“Employees perceive the fairness of evaluation processes when they feel included and respected. They also consider it fair when their evaluations are accurate and are conducted based on ethical and moral principles.”*
- Certainly, evaluations can easily become subjective so management has to tread lightly. Here are a few tips on how to approach your performance review process without ambiguity.

Best Practices For Creating Effective Employee Evaluation Forms

- **Gather information intentionally:** Get clear about the purpose(s) of your appraisal process and ensure you are gathering the right information with your staff evaluation form.
- **Stay focused:** Don't try to do too much in a single performance review or a single employee review form. Run several evaluation sessions if you have to.
- **Customize forms for each position:** List the right core and leadership competencies for the job so that, when filled out, your employee review form will reflect performance for a specific role.
- **Provide clear descriptions:** Describe the job responsibilities, goals and rating system in great detail.

Best Practices For Creating Effective Employee Evaluation Forms

Choose your rating method wisely: Some roles may be better suited to numerical ratings of competencies while others may need descriptive ratings or even multi-rater feedback.

- **Set S.M.A.R.T. goals:** Provide specific, relevant descriptions of the goals the worker has to achieve. Define the measurements for success and the expected completion dates.
- **Address development:** One of the main goals of an employee performance evaluation form is to inspire personal and professional development. Allow space for identifying and establishing training goals.
- **Provide detailed feedback:** Make sure employees understand what they need to do to develop and improve.
- **Be objective:** Use specific numbers where possible and avoid subjective or ambiguous language.

Employee Evaluation Templates

1. General Employee Performance Evaluation Template

- This is a formal review of an employee's overall performance which can be conducted monthly, quarterly, or annually. It has questions answerable by yes or no with a general comment section at the end.

2. Essay Employee Review Template

- This performance review template follows the narrative format. However, the potential downside is that the essay can be biased and contain personal grudges or incidents not directly related to performance.

Employee Evaluation Templates

3. Numerical Scale Form

- This employee performance review template uses an ordered set of numbers where respondents get to rate a statement on a scale of 1 to 10. This detailed form can easily become your annual review template because it can gather a lot of information.

4. Peer Review Form

- [Peer review](#) is commonly used in academic and professional fields but it can also be applied in other areas. The premise is simple: Co-workers and managers assess the employee's behavior and professional qualities.

5. Group Evaluation Form

- This job evaluation form can help understand team performance at scale. It uses a numerical scale to rate results, communication, adherence to deadlines and other key factors.

Employee Evaluation Templates

6. Employee Self-Evaluation Form

- This self-assessment form is sometimes used in conjunction with an annual performance review template filled by the manager. The goal is to gain a better, unbiased overview of the employee's abilities, actions, and quality of work.

7. Introductory Period Performance Review Template

- After [employee onboarding](#) is complete, this evaluation template can help determine if the new hire is a good fit for his or her current position as well as the company.

8. 30-60-90 Review Template

- The 30-60-90 employee review template features feedback from co-workers, covering leadership skills and overall personality/character. This type of evaluation allows a company to assess an employee's capability to contribute, promote and build a positive environment at work.

Preparing employee performance reports

- It will be easier if you prepare well in advance. Here's what you need:
- Be sure to keep an up-to-date file for each employee by documenting the feedback he or she received during the year
- Give the employee the ability to do a self-assessment
- Collaborate with HRs to improve discipline and incident reporting
- Before the appraisal, review the employee's file
- After the appraisal, review all documents and evaluation forms to create a report
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