

Human Resource Staffing

Lecture # 3/4

By:

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1. Human resources: Sources of applicants:



- There are 2 sources of applicants, internal and external.
 - Internal sources are the employees of the organizations which have policies of promoting from within.

This has a positive impact on the organizational members and the internal working environment as there is chance for improving the position.



- A second potential source for candidates is of outside the organization. Organizations can develop programs using on-visits to colleges , schools.



2. Recruitment and 3. Selection

- The different procedural steps involved in the **selection process** are:
- **Job description:**
- A job description is a combination of short statements that **describe both the work** to be performed and the essential **requirements** of the particular jobs.
 - Able to.....
 - Is required to...
 - Should have the knowledge of....
 - Is skilled in...
 - Has experience of.....

The job description includes:

- Job title.
- Department in which the job exists.
- Work to be performed by the new employee.
- Job responsibilities.
- Machines, tools and processes(equipment and tasks) to be handled.
- Relation with other jobs.
- Qualification and experience required.
- Physical activities.
- Working conditions.

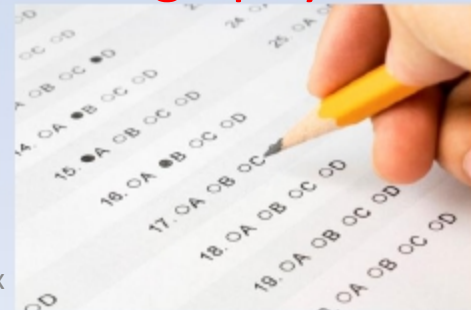
Application form:

- An application blank or form is the most universal mechanism used to screen (select) the applicants to be called for interview and other tests for selection purposes.



Employment tests:

- Very often considerable training and money is expended upon an employee when it is discovered that he is unsuited to do the job for which he was employed.
- For this reason , and in order to avoid the recurrence of such a situation, employment tests are, sometimes, considered an essential part of the selection program.
- An employment test **measures selected psychological factors such as ability to reason, capacity for learning , physical or motor abilities etc.**



Characteristics of employment tests are as follows:

- A test should be designed on the basis of a sound job analysis program.
- The test should be **reliable** (an applicant if tested even second or third time under the same condition should achieve the same score = test-retest).
- The test should be **valid**(highly specific to the objective it intends to measure and to the particular business situation ie physical therapy technician, therapist, senior staff).

Types of employment tests:

- Achievement tests.
- Intelligence tests (maths, problem solving,...)
- Interest tests (general knowledge,...).
- Motor tests (fine and gross motor,...driving,...).
- Personality tests (psychological assessment).



4. Interviewing:

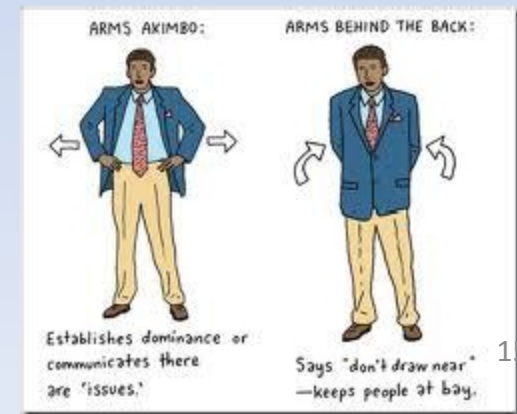
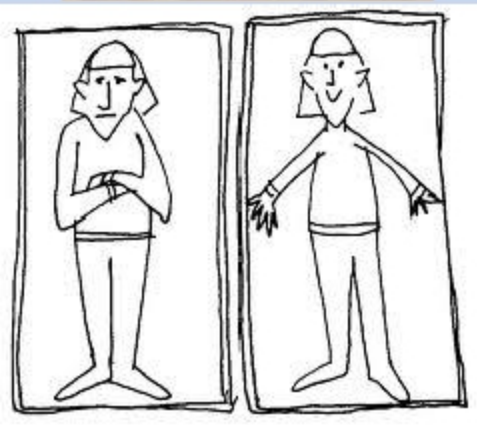
- An interview is a conversation directed to a definite purpose between an applicant and the interviewer and a much of the interaction between these two is carried on by **gestures, postures, facial expressions and other communicative behavior.**
- One can evaluate the general appearance, looks, nervousity or tension or carelessness, flexibility,...



- It is in the interview that both the prospective employee and employer get the chance to learn and know about each other.



Postures



Purpose of interview:

- To find the most suitable candidate for the job.(the best for that job)
- To view and appraise the applicant in totality.(to evaluate completely the person and not just from the written tests)
- To study the applicants motivational and emotional pattern.
(mental and emotional quotient, capability to solve problem,, oversensitivity,motivation to work = for the money, temporarily or committed)
- To explore the applicant innate abilities (hidden skills).
- To study the impact of the applicants personality upon others.

Types of interviews:

Guided interview:

A list of questions is **prepared** based on an analysis of the job specifications. This type of interview measures the personality traits as self – reliance , emotional stability, ability to get along with others , willingness to shoulder responsibility etc. what to do to treat or evaluate a CVA, a complex case,... what is the important aspect in work,...)

Unguided interview: It is not directed by the interviewer , instead the applicant talks about what he chooses. Unguided interview is more often used in situation other than employment, e.g. counseling, handling grievances etc. ie *what to do if a patient complains, what are the strength of the candidate....*



Physical examination:



- Physical examination or **medical check-up** has to be carried out for the freshly recruited people. As it denotes the physical wellbeing of an employee.
- ***Physical examination has at least three objectives:***
- To confirm the applicant's **ability to meet** the job requirements.
- It serves **to protect the organization** against the unwarranted claims under Workman's Compensation Act or against law suits for damages.
- It helps to **prevent communicable diseases** entering the organization.





- The physical examination should be done by a qualified expert appointed by the organization to certify whether the candidate is physically fit to meet the requirements of the job.