
HUMAN RESOURCE MANAGEMENT

CHAPTER TWO

CIHAN UNIVERSITY – BUSINESS ADMINISTRATION DEPARTMENT
2ND STAGE
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RECRUITMENT

■ What is recruitment?

Recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring and onboarding employees. In other words, it involves everything from the identification of a staffing need to filling it.

- Depending on the size of an organization, recruitment is the responsibility of a range of workers. Larger organizations may have entire teams of recruiters, while others only a single recruiter. In small businesses, the hiring manager may be responsible for recruiting.
- Recruitment is the first step in building an organization's human capital. At a high level, the goals are to locate and hire the best candidates, on time, and on budget.

WHAT DOES RECRUITMENT INVOLVE?

While the recruitment process is unique to each organization, there are 15 essential steps of the hiring process:

1. Identify the hiring need
2. Devise a recruitment plan
3. Write a job description
4. Advertise the position
5. Recruit the position
6. Review applications
7. Phone Interview
8. Interviews
9. Applicant Assessment
10. Background Check
11. Decision
12. Reference Check
13. Job offer
14. Hiring
15. Onboarding

DIFFERENT TYPES OF RECRUITING

01



Internal recruitment

02



External recruitment

03



Online recruitment

04



Passive recruiting

05



Soft skill recruiting



TYPES OF RECRUITMENT

- 1. Internal recruitment:** When it comes to filling a role, why not look within the company itself? Internal recruitment encompasses promotions, role changes, transfers, and even upgrades from contractors to full-time positions. One of the major bonuses of internal recruitment is its ability to persuade top employees to stay. According to a report from iHire, 28.3% of workers leave their jobs due to a lack of promotions within the company.
- 2. External recruitment:** Involves looking beyond the business to find suitable candidates for open roles. This approach widens the pool of potential employees and allows for the search of candidates with specialized skills.

TYPES OF RECRUITMENT

- 3. Passive recruiting:** Sometimes, the best candidates are not actively seeking new opportunities. With passive recruiting, the focus is on attracting already employed individuals who possess unique skills that make them a perfect fit for a role.
- 4. Online recruitment:** Leverages web-based tools throughout the entire hiring process. From attracting candidates to reviewing resumes and refining offer letters, this approach streamlines(restructure) the recruitment process in the digital age.

TYPES OF RECRUITMENT

- 5. Soft skill recruiting:** In addition to hard skills and knowledge, companies recognize the importance of soft skills. This form of recruitment emphasizes qualities such as people management, communication, and delivering projects on time. Research from top universities indicates that **85%** of job success comes from **soft skills**.

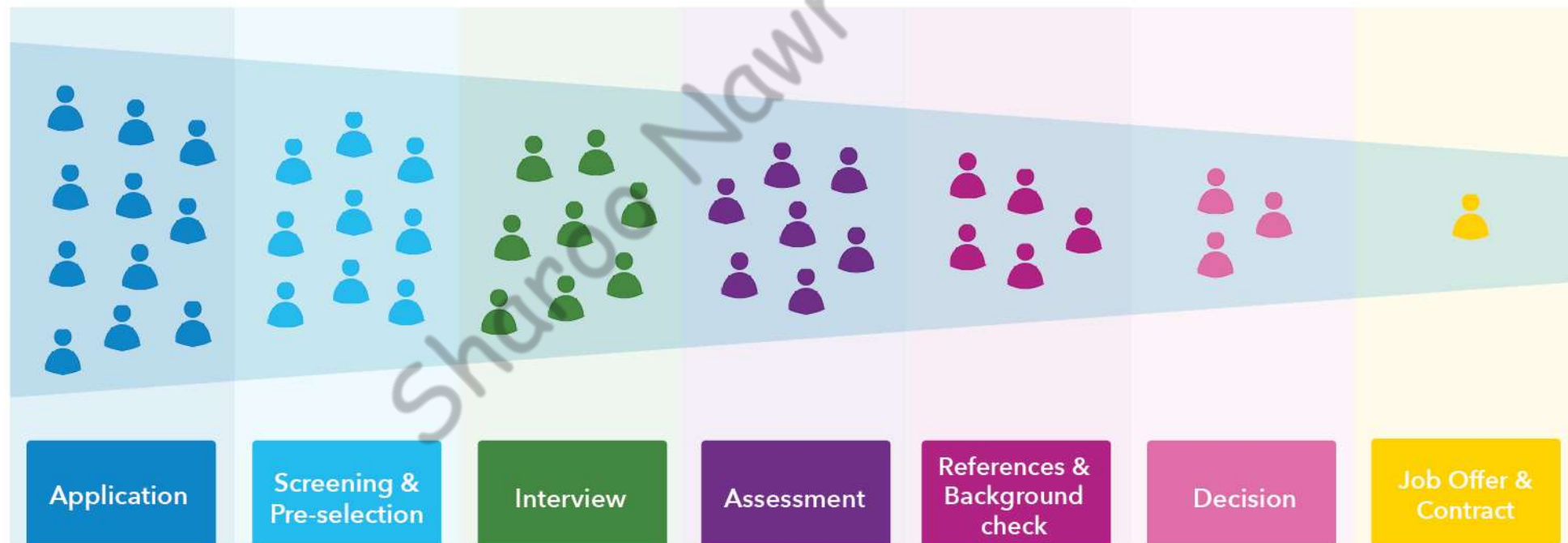
SELECTION PROCESS

- **What is selection process?**

The selection process can be defined as the process of selection and shortlisting of the right candidates with the necessary qualifications and skill set to fill the vacancies in an organisation. The selection process varies from industry to industry, company to company and even amongst departments of the same company.

STEPS IN SELECTION PROCESS

THE 7 STAGES OF THE SELECTION PROCESS



SELECTION PROCESS TECHNIQUES

- Different types of positions require different kinds of selection techniques.
- Choosing the right techniques will help you to recruit the best person for the position.
- The selection techniques you choose will depend on the particular skills, attributes and knowledge required for the position.
- Care must be taken to ensure that the selection criteria can be assessed by the techniques you have chosen.
- The most commonly used selection techniques include assessing written applications, conducting panel interviews and checking referee reports.

SELECTION PROCESS TECHNIQUES

- Recruitment decisions should not be based on the results of one selection method alone.
- Very often you need to combine two or more techniques to assess a range of skills, knowledge and qualities in candidates.
- For example, work samples are an excellent way to assess what a candidate is capable of (ie their maximum performance), but they do not provide information on what the candidate does daily (ie their typical performance). Reference checks must also be used to obtain this information.
- If you decide to use selection techniques in addition to an interview, then you need to inform all candidates and give them enough notice to make appropriate preparations.



JOB INTERVIEW



INTERVIEWING

What is job interview?

- A job interview is an interview consisting of a conversation between a job applicant and a representative of an employer which is conducted to assess whether the applicant should be hired. Interviews are one of the most common methods of employee selection.
- A job interview is a conversation which occurs between a potential employer and a job applicant. During the job interview, the employer has the opportunity to appraise applicant's qualifications, appearance and general fitness for the job opening.

IMPORTANCE OF JOB INTERVIEW



JOB INTERVIEW TYPES

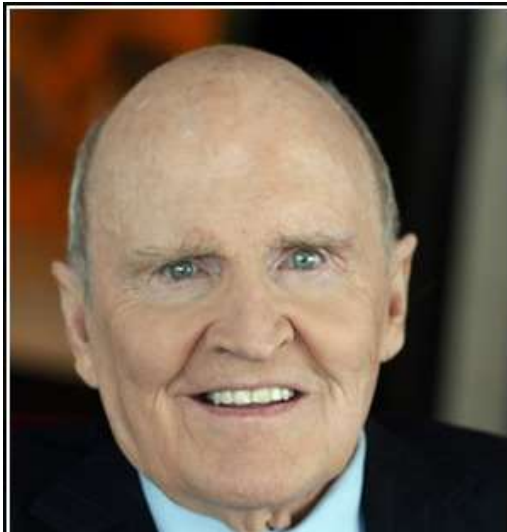


TRAINING AND DEVELOPMENT

- We've all heard the saying, "**employees are a company's greatest asset.**" If that's the case, it only makes sense to take care of your greatest asset, right? Additionally, preserving your assets is good, but being able to grow them is better. The same goes for employees in your company.
- As you'll soon find out, **investing in your employees will lead to growth in many other areas as well. This includes cash flow, productivity, and product quality.**
- Employee training might just be the key to your company's sustained success.

Clients do not come first.
Employees come first.
If you take care of your
employees, they will take
care of the clients.

- Richard Branson



No company, small or large, can win
over the long run without energized
employees who believe in the
mission and understand how to
achieve it.

— Jack Welch —

**The greatest
assets of a
company
are its
people.**

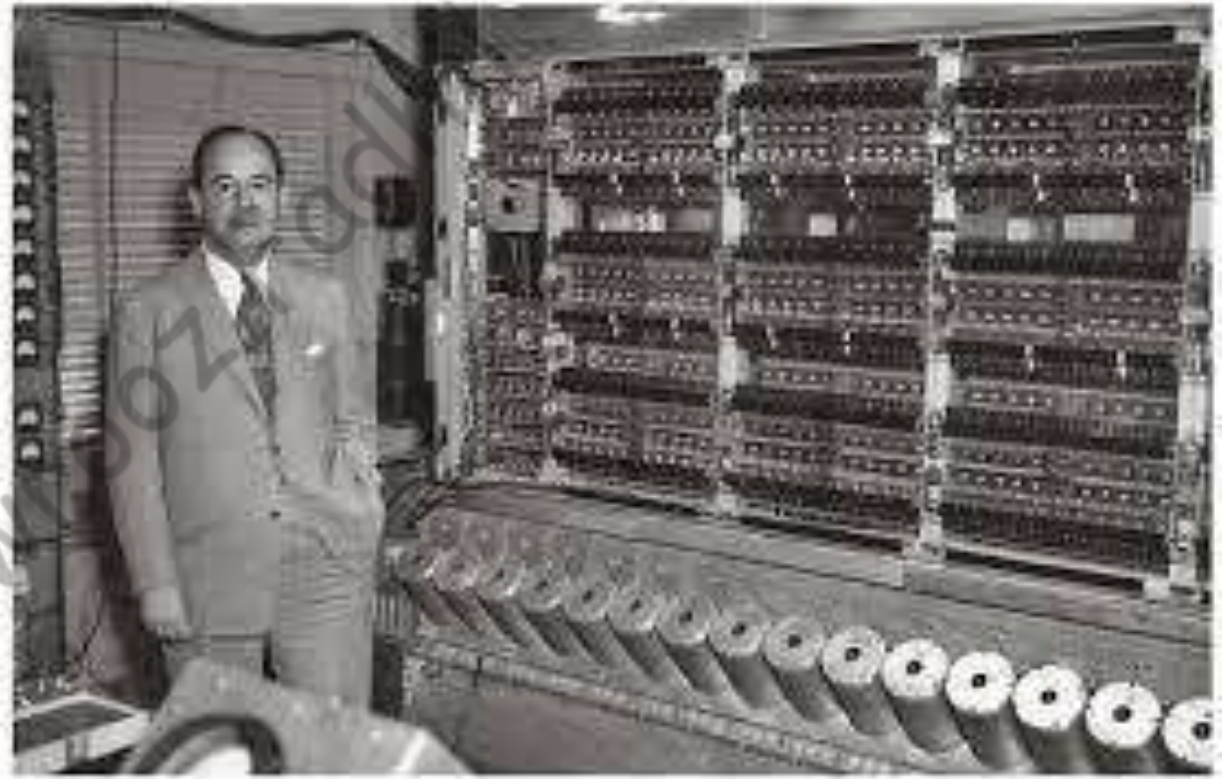
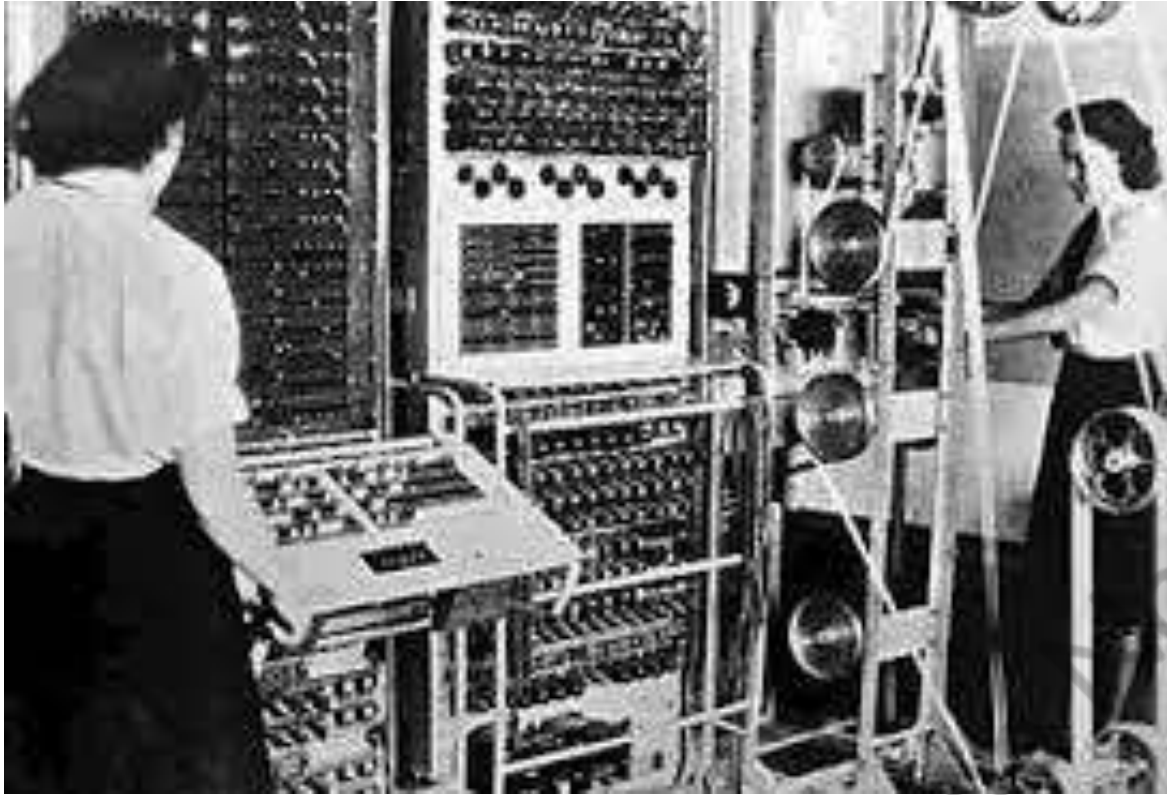


WHAT IS TRAINING AND DEVELOPMENT?

- Training and development in Human Resource Management (HRM) refers to a **system of educating employees** within a company. It includes **various tools, instructions, and activities** designed to improve employee performance. It's an opportunity for employees to **increase their knowledge and upgrade their skills.**

HISTORY OF TRAINING

- It all started during the **World War II** period in the United States. All of a sudden, the need for skilled workers started growing.
- It was at this time that the **U.S. labour movement was established**. This movement largely contributed to the rise of **employee training and development**.
- In the **early 1900s, corporation schools were formed** to provide production workers with the needed skills for their tasks. It was also at this time that people started **using personal computers to train employees**.
- This computer-based training became the foundation of today's modern employee training systems.



The evolution of computer

<https://jacobnarayan.weebly.com/1900-1950-computers.html>

PURPOSE OF TRAINING AND DEVELOPMENT IN HRM

1. Increase company productivity
2. Improve product or service quality
3. Lessen employee turnover
4. Decrease costs and errors

WHAT IS THE ROLE OF HR IN TRAINING AND DEVELOPMENT?

1. Employee guidance and mentorship
2. Monitoring employee performance
3. Gathering feedback and interpreting data collected
4. Providing enhancement activities and educational platforms
5. Supplying sufficient on-the-job training
6. Boosting employee morale and motivation
7. Ensuring employees' overall well-being

AMAZON

This successful e-commerce company has committed to upskilling **more than 300,000 of its own employees**. Amazon's Upskilling **2025 freshman** is meant to provide workers with the training that they need to secure new and high-growth jobs for the future.

Some of the programs offered by the company are as follows:

1. Machine Learning University
2. Mechatronics and Robotics Apprenticeship
3. Amazon Technical Apprenticeship
4. User Experience Design and Research Apprenticeship

Additionally, Amazon provides over 750,000 of its operations employees with eligibility for fully funded tuition. In doing so, the company clearly values the education of its employees. It wants to prepare them for the future.

Indeed, Amazon is surely a model company when it comes to training and development.

DIFFERENT TYPES OF TRAINING PROGRAMMES

1. Orientation training
2. Onboarding training
3. Hard-skill training
4. Soft-skill training
5. Product or service training
6. Compliance training
7. Franchise training
8. Leadership training
9. Technical Training
10. Quality Assurance (Q/A) Training
11. Sales Training
12. Safety Training
13. Upskilling
14. Reskilling
15. Team Training
16. Diversity Training
17. Sexual Harassment Training

EVALUATING TRAINING EFFECTIVENESS

- **Training evaluation metrics** are important because they help organizations measure **the effectiveness** of their training programs.
- By tracking data such as **employee satisfaction, knowledge retention, and skills improvement**, businesses can identify areas where they **need to improve their training methods** and make sure **that their employees are getting the most out of their education**.
- Ultimately, this helps organizations **achieve their business goals** by ensuring that their employees are **properly trained** and equipped to do their jobs.

HOW TO MEASURE TRAINING EFFECTIVENESS

There are variety of evaluation metrics to do this. In general, these metrics can be divided into two categories: **learner outcomes** and **process measures**.

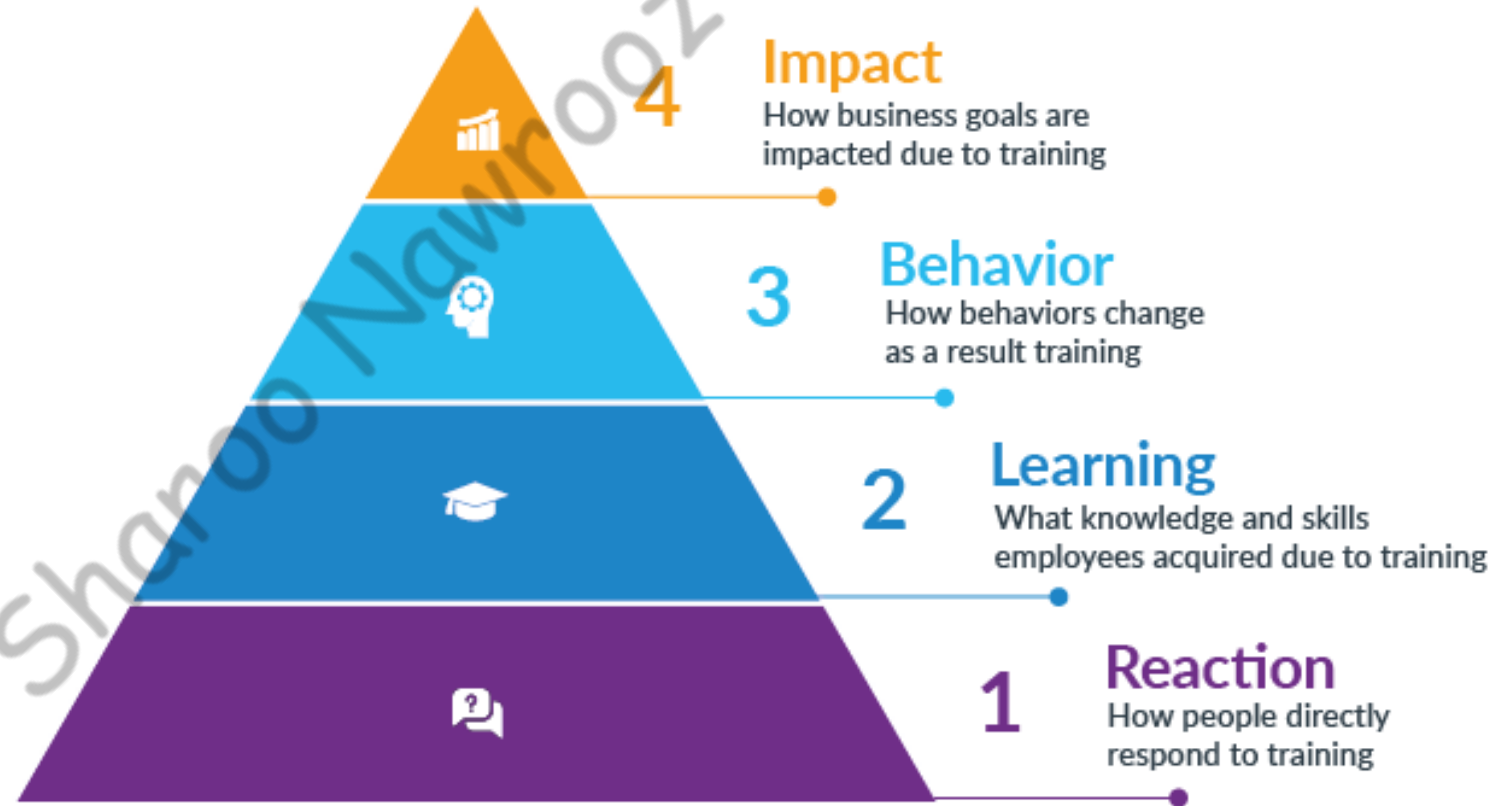
- 1. Learner outcomes:** are what you're hoping to achieve with your training, such as **increased productivity** or **better customer service**. Process measures track things like **1- How much they learned** and **2-how engaged they were in the training**.

There are a number of different evaluation metrics you can use to measure learner outcomes, such as: **test scores, course completion rates, job satisfaction, and task performance**.

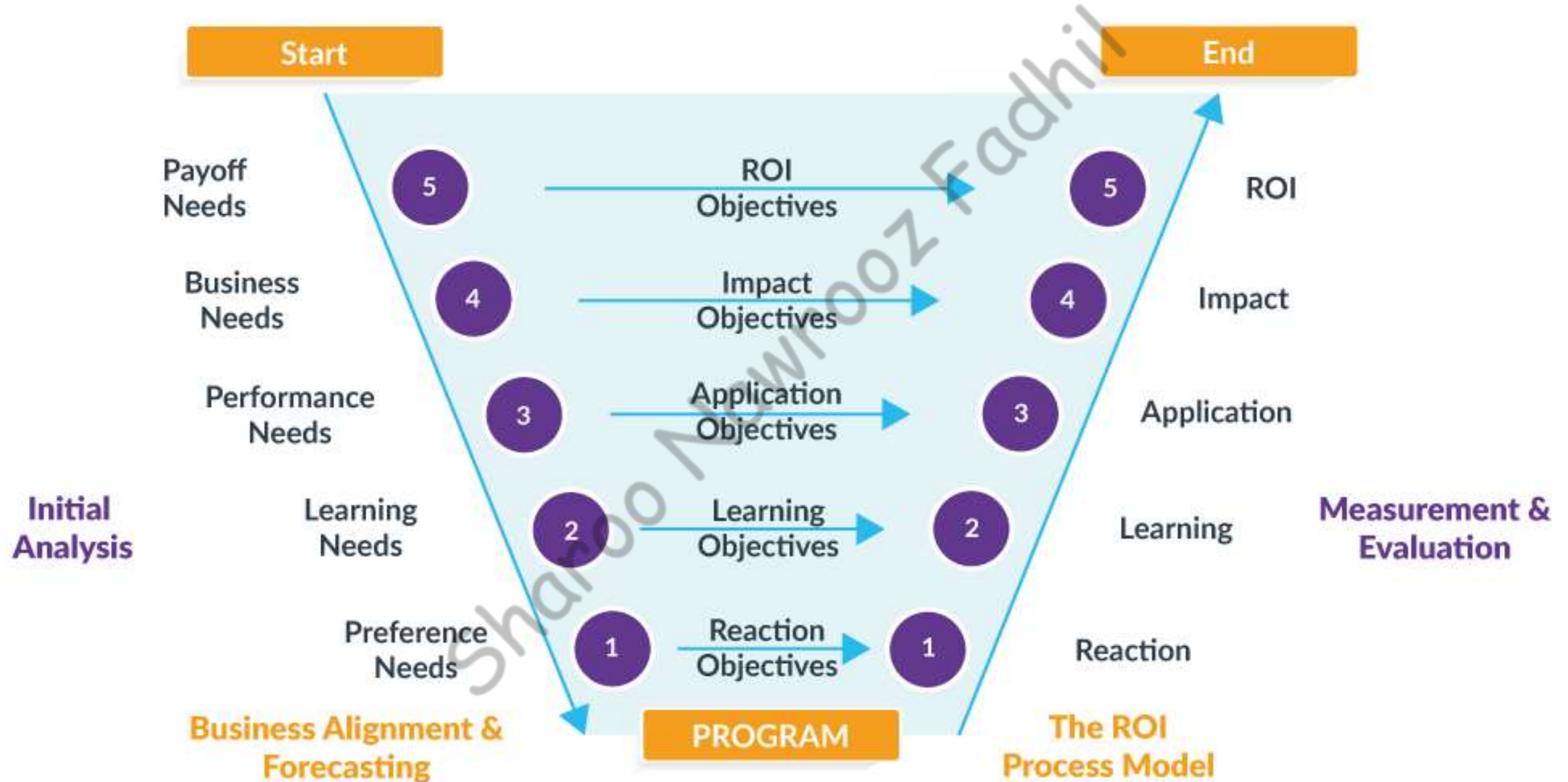
HOW TO MEASURE TRAINING EFFECTIVENESS

- 2. Process measures:** can include things like **1-hours of training completed 2-trainer satisfaction 3-participant engagement.** The evaluation metrics you use will depend on your specific **training goals** and **the type of training you're delivering.**
- However, it's important to use a mix of both types of metrics to get a well-rounded view of your training's effectiveness.

Kirkpatrick's Four-Level Training Evaluation Model



Phillips Model for Training Evaluation





Thanks For Your
ATTENTION

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